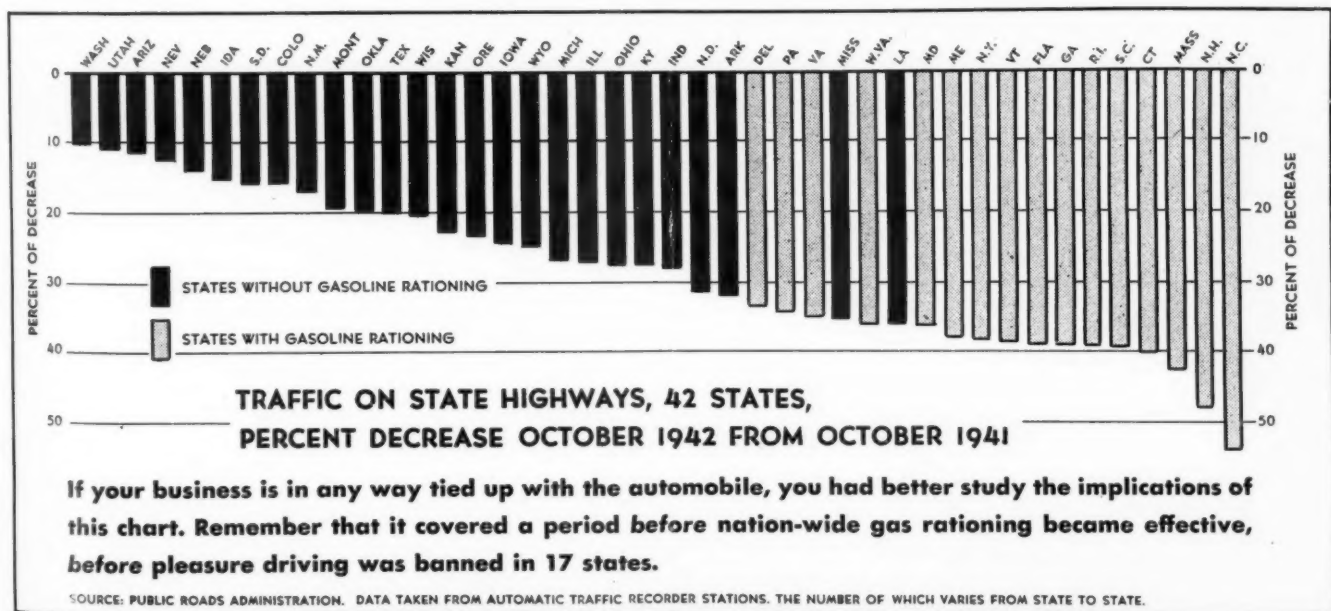


FEBRUARY 1, 1943



TWENTY CENTS

Sales Management



What *Every Woman* wants to know about a Man...



that he belongs to the
gallant army without banners
which shares with neighbors
in the true American way . . .
that tho' his mind is on the war,
he remembers to be gallant to *her*,
saluting her on St. Valentine's Day
with "hearts" and flowers!



that when he drinks a toast
to their romance
he chooses a whiskey
worthy of the occasion . . .
that his taste for the
"First in Quality"
leads him to Old Schenley,
America's Mildest Bottled-in-Bond!



Straight Bourbon Whiskey — 100 Proof — This whiskey is 6 years old. Stag-Finch Distillers Corporation, New York City
[TUNE IN! SCHENLEY'S "CRESTA BLANCA WINE CARNIVAL" WITH MORTON GOULD'S ORCHESTRA. REFER TO YOUR LOCAL PAPER FOR TIME AND STATION]

Here's the first national newspaper network!

... in comics sections advertising in 40 great Sunday newspapers with more than 14,000,000 circulation ... Truly national, reaching more than half the worthwhile families in the U.S. ... with coverage concentrated with population and buying power—and unmatched by any magazine list or top-rated program on any radio network ... High readership, better than 75% among adults ... Long established, regular, whole-family readership ... Read at home on Sunday ... Large space unit, four colors, low cost ... Investigate at once the most magnificent national advertising opportunity available today!



Metropolitan Group

Comic Section Advertising in: Baltimore Sun • Boston Globe • Chicago Tribune • Cleveland Plain Dealer • Detroit News • New York News • Philadelphia Inquirer • Pittsburgh Press • St. Louis Globe-Democrat • Washington Star • Des Moines Register • Milwaukee Journal • Minneapolis Tribune & Star Journal • St. Paul Pioneer Press • **ALTERNATES:** Boston Herald • Detroit Free Press • New York Herald Tribune • St. Louis Post-Dispatch • Washington Post • **OPTIONAL ADDITIONS:** Buffalo Courier-Express • Cincinnati Enquirer • Columbus Dispatch • Dallas News • New Orleans Times-Picayune • Omaha World-Herald • Providence Journal • Rochester Democrat & Chronicle • Springfield Union & Republican • Syracuse Post-Standard • **METRO PACIFIC:** Fresno Bee • Long Beach Press-Telegram • Los Angeles Times • Oakland Tribune • Oregon Journal • Sacramento Bee • San Diego Union • San Francisco Chronicle • Seattle Times • Spokane Spokesman-Review • Tacoma News Tribune

NEW YORK: 220 E. 42 St. • **CHICAGO:** Tribune Tower • **DETROIT:** New Center Bldg. • **SAN FRANCISCO:** 155 Montgomery St.
FEBRUARY 1, 1943



Pie-tainer by Noake

"Cup-a Java and piece-a pie." That's a short-order as typically American as tea and crumpets is English. For our defense workers coffee for lunch has become something to dream about and to drool, but there's still pie. Such is the thinking that has led to the origin of a promising new wartime, and post-war, product.

Kaiser Shipyard Design Fitter H. F. Noake watched the gnarled hands of welders reaching into their lunch pails for pie, only to emerge with a gooey custard mess mashed into shapelessness between bits of waxed paper. He wondered why pie wedges couldn't be carried to work without losing their shape.

"On my first week-end away from the plant I drove from Richmond, Calif., to my home in Sierra Madre, and all the way I kept trying to find the answer to the pie problem," Mr. Noake told a SM reporter. "By the time I reached my home, I could scarcely wait for cardboard to start designing a model pie container which would follow the line of the average slice of pie and, at the same time, fit into the average lunch kit."

Waxed cardboard models were put into the kits of fellow workmen for experiments, and the pie-hungry ship-builders were enthusiastic. Their wives found that they could wash the waxed cardboard models several times and re-use them; and they, as well as Mr. Noake's neighbors in Sierra Madre, asked for samples to use in their children's school lunch kits.

Mr. Noake began to take his models seriously and attempted to have them made into plastic. This, however, has met with obstacles because of Government need for this material. The same is true of metals. However, the demand for the plain waxed cardboard items is so great that Mr. Noake has proceeded to have a Los Angeles box company make them while he acts temporarily as his own distributing organization in filling the many orders pouring in from chains of Los Angeles County dime and drug stores, currently suffering from lack of merchandise to sell.

"The cardboard boxes I am supplying now are to retail at about five cents each," Mr. Noake said. "They are the knock-down type which are assembled at the point of usage. The consumer can use them from four to a dozen times. Consequently, they not only will have the feature of protection to pie, but they will be economical."

Mr. Noake has named his box, "Pie-tainer," and has had it patented for development in cardboard, plastics and metals. It is large enough for a man-sized "slab" of lemon cream, allowing plenty of clearance in the top for meringue. The wide end of the container is the box opening, and a flap which snaps on top locks the pie in. Inside the box is a second flat v-shaped cardboard which is the plate on which the pie rests and which is pulled from the box with a finger-sized tab.

Although he is filling his initial orders to Cornet and other southern California chains with plain Pie-tainers, Mr. Noake anticipates the development of others in color, with scenic designs on the tops.

As soon as the Pie-tainer can be made in plastic, Mr. Noake looks forward to its use as standard equipment in the lunch boxes and dinner buckets of a national manufacturer who has approached him about the matter.

Pie-tainer is Defense Worker Noake's second venture in creating a product. The first was "Symphonet," a musical instrument evolved from a handful of gas pipe. Symphonet was shown to the public in 1936. One purchased by Metro-Goldwyn-Mayer was heard in "The Good Earth," and the Clark Gable picture, "Love on the Run."

Food Stretchers Are Here

Something new has been added. "Food Stretcher" it is. Enter the coffee stretcher, the meat stretcher, the egg stretcher. You can now buy a neat mix which, beaten into a batter, can be added to cooked or uncooked beef, veal, pork, chicken, fish, fruit or vegetables to double their mileage. The result may come out as croquettes, fritters, patties, loaves, sausages or hamburgers.



They make a little seem like a lot.

Stretching, of course, is nothing new—such as stretching the truth, or curtains, or necks. But the art of food stretching is now blooming like the nose. Accept the case of the Bulkee Packing Co., Chicago. One, Harry Sutherland, chemist, is the originator and owner of Bulkee. He sells only to wholesalers and chains.

Starting off with 12 employees last August he now has 265. Beginning with 1,400 square feet of floor space, he now has 35,700. His business the first month was \$3,000; second, \$8,000. In November sales were \$90,000; the first fifteen days of December, over \$100,000.

"I might, of course, tell you a story of a bright, new idea," said Mr. Sutherland, "but that would be stretching facts. Our grandparents, 100 years ago, used to roast or toast barley and other grains, herbs and roots, peas, chick peas and so on, and then add to coffee to 'stretch' it. Germany and England both have used malt, from the beer vats, browned and roasted, for coffee."

"Take our food stretcher now used to bulk up meats, etc. It contains wheat, corn, rice, rye, pepper, salt, spices, vegetable proteins, dry milk and baking powder, all ground, mixed in tested proportions and processed. It's sold through a set-up of food brokers in 62 marketing centers.

SALES MANAGEMENT, published semi-monthly, on the first and fifteenth, except in April and October, when it is published three times a month and dated the first, tenth and twentieth; copyright February 1, 1943, by Sales Management, Inc., 34 North Crystal Street, East Stroudsburg, Pa., with editorial and executive offices at 386 Fourth Avenue, New York, N. Y. Subscription price \$4.00 a year in advance. Entered as second class matter May 27, 1942, at the Post Office, E. Stroudsburg, Pa., under the act of March 3, 1879, February 1, 1943. Volume 52, No. 3.



E

scape

... with a guide book!

Not alone in industries of war do men and women of America serve behind the battle lines!

Not alone in roaring factories and driving offices do they give of themselves to the cause of Liberty!

There is still another place in which they serve valiantly and well. Paradoxically, it is a place of escape... an escape not from the stern duties and responsibilities of war... but rather an escape to arm themselves anew with the courage and resolution they must have to carry on.

This place of escape is the home... the place which is both America itself and the thing for which it fights.

Today, Better Homes & Gardens is eagerly sought by 2,470,000 suburban American families as a revealing guide book to a better, more resultful, more patriotic use of this escape into

the home. These 2,470,000 families are reading Better Homes & Gardens with more interest and purpose than ever before. They are using it as a helpful inspiration in their planning for the home... as an authentic source of information and advice for the material maintenance and improvement of the home... now and in years to come.

Better Homes & Gardens is dedicated to the cause of the home and of the families who dwell there. In this national crisis its service and influence have reached new heights. Meredith Publishing Company, Des Moines, Iowa.

**BETTER HOMES
& GARDENS**

Helping More Than 2,470,000 Suburban Home Families Plan Their Buying for Today and Tomorrow

FEBRUARY 1, 1943

[3]

THERE ARE TWO WAYS to RANK YOUR MARKETS

...one has more advantages.

- You have heard the statement: "Let's use the first dozen cities" . . . perhaps you have said it yourself sometime or other.

What you get depends on how you approach the subject. The "easiest" method is to just designate the top cities leading to corporate population. The more accurate and the more effective approach is to designate the top county areas, because your successful distribution and sales promotion depends on accessible clusters of people, not corporate boundaries.

Corporate Newark, for example, represents only HALF the population of Essex County. Yet the other 21 municipalities of the county are so closely integrated to form a larger city that they are indistinguishable to the traveller not acquainted with local political "boundaries".

The **Essex County City** is your **Newark Market** . . . 11th in America in number of customers, in Buying Income, in Retail Sales . . . a market economically covered **only** by the Newark Evening News.

Here's the ranking of America's first twelve markets, using the two different methods of listing.

CITIES		CITY—COUNTIES	
(Population in Millions)			
New York (5 boros)	7.45	New York	7.45
Chicago	3.34	Chicago	4.06
Philadelphia	1.93	Los Angeles	2.78
Detroit	1.62	Detroit	2.01
Los Angeles	1.50	Philadelphia	1.93
Cleveland	.87	Pittsburgh	1.41
Baltimore	.85	Cleveland	1.22
St. Louis	.81	St. Louis	1.09
Boston	.77	Baltimore	1.01
Pittsburgh	.67	Boston	.86
Washington	.63	NEWARK	.84
Milwaukee	.58	Buffalo	.79

NEWARK EVENING NEWS

NEWARK, NEW JERSEY

O'MARA & ORMSBEE, Advertising Representatives

"Bulkee Coffee Stretcher contains fully roasted barley, pea, cocoa shell and chickory. Chickory has long been used in coffee. Black coffee, of the famous New Orleans type, always has been made with it. Mix our coffee stretcher 50-50 with one pound of coffee and you've got two pounds.

This being war, we are tempted to quip, like Harry Thompson, that the stretcher salesman might be called stretcher bearers but we forbear. That's stretching a pun a bit too far.

A Cameraman's Girl Friday

If you want to find out what's happening to commercial (i.e., advertising and illustrative) photography, just follow a cameraman's Girl Friday around for a while and you'll find out. These girls, more indispensable to their bosses in wartime than they were before, are walking encyclopedias of information needed specifically in camera studios. They know the war angles—how to get hold of required uniforms and how to get models to wear them (the best way is to shanghai a photogenic serviceman in his off hours). They know how to deal with that bugaboo, censorship, as it applies to industrial pictures and pictures with military themes.

An important part of a Girl Friday's job is the selection of models. And there's a good deal more to it than the routine task of "finding a personable chap of about twenty-three, who looks married." A Girl Friday has to be a competent casting director who can choose the right types—the model who actually looks like a housewife or a welder, as the case may be. Then she must be able to assemble an endless variety of props—furniture, decorations, fixtures of many kinds, table settings, costumes. Oftentimes she must plan and supervise the building of architectural settings. If her boss goes in for food photography, she must know how to prepare food (or get others to do it for her) so that it *looks* appetizing, but not necessarily so that it *tastes* good. Her gelatin desserts, for example, must have the texture of shoe leather, so that they remain firm under the bright studio lights.

One of the best-known young women in this highly specialized field is Elsie Nosworthy, who has been working with Victor Keppler during the past eight years.

A typical wartime job which Mr. Keppler recently did was to make a photograph for a U. S. Steel salvage ad. For the setting, Miss Nosworthy had to assemble a pile of junk, the sort that an average family might have in the attic or store-room. But New York families are not average, in the sense that few of them have attics or basements, and those few who have them rarely use them for storage.

Miss Nosworthy visited a series of junkshops, from which she obtained roller skates, steel chairs, an old flat-iron and a battered ash can—but she had to resort to petty larceny to get a cover that matched the ash can. She got an old radiator from a heating firm. The lawn mower, however, presented a stiff problem. In desperation, she threw herself on the mercy of the New York City Department of Parks and, after talking to eighteen persons in the organization, she finally was successful in borrowing a lawn mower.

The U. S. Steel job was not nearly so much a headache as was her experience with a photograph of a steeplejack painting a flagpole. One stormy day Mr. Keppler promised a client delivery within twenty-four hours of that photograph—which meant that Miss Nosworthy frantically had to run down, through the Classified Telephone Directory, a flagpole maker who was willing to saw off the upper twelve feet of a pole and deliver it within a couple of hours. She made good, too, with the steeplejack.

A stylist (trade term for Girl Fridays) must have good clothes sense and must exercise judgment in such matters as avoiding fashion extremes for models and costumes that soon become dated.

The profession of the stylist has grown concurrently with the rise of advertising photography, and there's no school for training young women to act as combination make-up artists, decorators, cooks, prop-finders, fashion consultants, set-planners, and casting directors—with the special needs of commercial photographers in mind. Yet, there are a dozen or more girls in New York City alone who can do all these things, some of whom also can pinch-hit in the darkroom, retouch photographs and do a bit of selling for their employers.

IN 1942, THE

NEW YORK HERALD TRIBUNE (Sunday)

PUBLISHED MORE

➡ GENERAL

➡ ADVERTISING

THAN ANY OTHER

SUNDAY NEWSPAPER

IN AMERICA

➡ New York Herald Tribune Sunday volume, General 1,700,180 lines

➡ Lead over second Sunday newspaper 38,777 lines

Sales Management

VOL. 52, NO. 3 FEBRUARY 1, 1943

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SALES MANAGEMENT

Significant Trends

As seen by an editor of SALES MANAGEMENT for the fortnight ending February 1, 1943:

Save the Department of Commerce

THE BUDGET SLASH has hit the Department of Commerce, as we predicted in the last issue it would. The detailed budget now being worked over by the Sub-Committee on Appropriations in the House lops off \$430,000 from the 1942-1943 budget, and this will mean the elimination of the twelve regional offices and the marketing consultants available to business men through each office.

This is definitely penny-wise, pound-foolish saving. The Department of Commerce has just gotten well organized to do a good job; the slash would eliminate some highly effective advisors and it would probably be years before the Department could become reorganized on the same efficient basis as it is operating today.

There's a chance—a fairly good chance—that the Sub-Committee on Appropriations might reinstate the amount in question, \$430,000, if the sales and advertising executives of the country make their wishes known. The protests should be directed toward any of the following six House members, whose offices are in the House of Representatives Office Building: James M. Fitzpatrick, New York, L. C. Rabaut, Michigan, John H. Kerr, North Carolina, Butler B. Hare, South Carolina, Alfred E. Carter, California, and Karl Stefan, Nebraska.

Buy Your Advertising Now

PAPER RATIONING IS REALLY HERE and smart advertisers will make specific commitments with newspapers and magazines. Space very definitely is going to be at a premium. Magazine after magazine is limiting the advertising pages it will accept. Most publications are making one or more of the following moves to curtail the use of paper: restricting newsstand sales, using lighter paper, reducing the trim size.

The New York *Daily News* in its January 21 issue devotes its editorial column to a frank talk with subscribers about the problem. They tell people: "Don't buy a *News*—borrow one." They go on to say that if readers will buy fewer copies and borrow more, that will help some, but it will not solve the whole problem or keep it solved. They say: "We can also conserve paper by cutting down advertising matter, or editorial matter, or both. In the last few weeks, we have heard more and hotter arguments between the Sunday department (editorial) and the advertising department than we have heard since we started the Sunday rotogravure section in 1926. The arguments are on the question of whether the Sunday department should give up some of its comics or rotogravure pictures, or the advertising department some of its ad linage.

"Normally, the *News* prints about 60% advertising and about 40% editorial matter. . . For the present at least, we have decided that we are not going to decrease the volume of editorial matter; that the advertising columns will have to take up part of the paper conservation load. . . We are going to raise advertising rates by about 10%,

soon. . . We are asking our advertisers please to tailor their space requirements in the *News* so as to effect an immediate reduction, which we hope will level out to at least 10% and preferably to 15%."

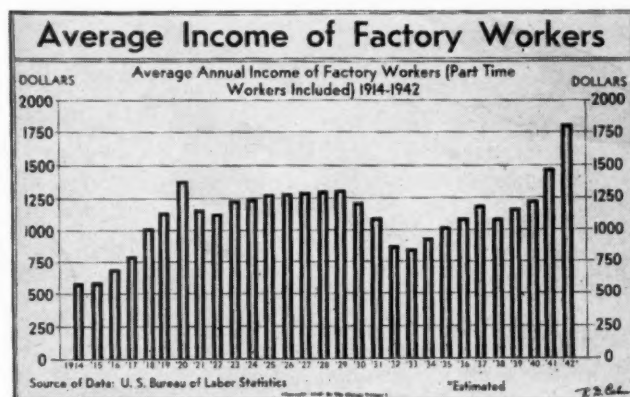
With advertising space short, publishers may be expected to give preference to those advertisers who make specific commitments well in advance of publication date, orders giving definite space units and insertion dates. We suggest that you protect yourself by nailing down a definite position, if that is possible, or at least get definite orders in for best possible run-of-paper space. More paper restrictions are coming.

It is very probable that we shall see before the end of the year a situation similar to that in England where both subscriptions and advertising space are rationed. You can't subscribe to a British consumer or business magazine and get your order filled, unless some old subscriber drops out. British publishers have waiting lists of would-be subscribers.

It might happen here. It might even happen in connection with SALES MANAGEMENT! At a matter of fact, we'll give you a good tip: send us a check now to renew your subscription to SALES MANAGEMENT for another two years. We are serious.

Can Business Do the Job?

HERE'S A FREE PLUG to a magazine—and don't get it wrong: the magazine doesn't advertise in SALES MANAGEMENT and isn't likely to do so. The magazine is the *Atlantic Monthly*, and it deserves a much wider reading among business men than its ABC statement indicates that it has. Perhaps many business men shy away from it because they think of it only in connection with good poetry, the unusual type of short story, essays and abstract discussions.



Yes, they're getting the money in bigger gobs than ever before, and it's a lot more than is needed just for food, clothing, shelter and taxes. This was brought out in the January 15 Marketing Pictograph, page 35. What is left over above those required expenditures may be called "optional spending power." The lowest-paid 16 million consumer units averaged \$24 in 1925-36, and \$415 today; the next 14 million had \$324 then, \$1,435 now.

NGAI (Danger)

TSI (Opportunity)

NGAI-TSI = CRISIS

The wisdom of ancient China is embodied in her curious ideograms. The Institute of Public Relations, Inc., uses this one to drive home the point that American business faces both danger and opportunity; *danger* that out of the mobilization for war could come a permanent substitution of State for private enterprise; *opportunity* to do a great job for the nation and, having done it, to make certain that the public understands and appreciates industry's accomplishments.

As a matter of fact, it is one of the best *business* magazines published in this country. It's one of the best magazines to turn to for an interpretation of the war. From it you can get a perspective on national and international events which can be used in making business decisions.

One of its many good features is to be found in a front-of-the-book position and is called "The Atlantic Report on America's Future." In the January issue, for example, there is a four-page article by Henry C. Flower, Vice-President, J. Walter Thompson Co., on "Can Business Do the Job Ahead?" In it he discusses the highly important problem of how greater economic security can be achieved, and he introduces a realistic truism which is ignored by most of the spokesmen for government and labor. That truism is this: *No company can give continuity of employment unless its product is sold.* He mentions a point about sound institutional advertising which hasn't had the attention it deserves. He argues that important as new and better products are to the sales volume of any company, they are still more important in building public confidence. They are specific evidence of the ingenuity and resourcefulness that mean a higher standard of living—a "want" with which the public won't let bureaucracy interfere because the public has every confidence in the ability of business to supply better things.

Have you ever thought of this? "Agitation for municipal ownership of the local water company always meets with much greater public favor than ownership of other public utilities. There seems to be little opportunity for further initiative and enterprise in improving water systems. The people are therefore willing to risk *static* government in some domains. But the people want to give the electric company an opportunity to display its initiative and progressiveness, because they believe much is yet to be accomplished.

"In the field of transportation, government ownership of the automobile companies has never been advocated—the industry is always evidencing its progressiveness by bringing out improved, cheaper models. Yet there was agitation for government ownership of the railroads until the introduction of streamlined trains and better service."

Therefore, the best way to insure the continuance of private enterprise is for business to do the best possible job in not only finding new products, but in working out new processes that will cut costs—and then, through good

salesmanship and good advertising, make those benefits available to the masses of the people—and make the masses of the people *know* they are getting the benefits.

The Story on the Front Cover

AUTOMOBILE TRAFFIC DECLINES ranging up to 60% took place in October, *before* gas rationing had become national or pleasure driving was banned in the 17 eastern states. How much it has declined now is anybody's guess, but as of January 19, for example, only 47,650 New York City residents had obtained 1943 license plates, and that's an 80% drop from the same date last year. The Motor Vehicle Bureau expects final registration figures to be only 40% of 1942. In the District of Columbia 40% fewer have registered their cars, although the population has skyrocketed.

Coincidental with the dropping off in automobile traffic is a terrific swamping of street-cars and buses. Every week-end sees a new record passenger load handled by the public transportation systems in the big cities. We mention these changes because they are important to so many marketing executives.

Some of the Washington tipsters say that the rules on pleasure driving may be relaxed in the Spring. However, there is definitely strong official support for an *extension* of those rules to the whole nation. While it's true that the Winter fuel oil crisis will be over sometime in March, it is by no means certain that full resumption of A cards on a four-gallon basis will be permitted. The history of the gasoline and oil crisis to date has been that every time the domestic situation has eased at all, the military department has demanded more oil, more gasoline.

Significant Shorts

Fifth Avenue to Bond Street: The *New Yorker* carried an item recently to the effect that once upon a time the names Bond Street and Pall Mall were synonymous to smart living. They meant everything British—and British meant everything elegant and upstage. In a recent issue of *Punch* a new cigarette is advertised, obviously aimed at the carriage trade, and called "The Fifth Avenue" . . .

Automobiles Are Wearing Out: William J. Moll, Field Director of the United States Chamber of Commerce, is authority for the statement that the Chamber's continuing study shows many significant changes. Back in September, 900,000 families said that they intended to build a new home within six months after the war is over. More recent figures show the number has increased to 1,015,000. . . . Also in September 2,100,000 families planned to buy automobiles right after the war, but in a few months time this number has increased to 2,590,000.

Who Pays for Wartime Advertising?: The Crowell-Collier Publishing Co., has issued a worth while booklet which reviews the Government attitude and requirements regarding wartime advertising and is, incidentally, a splendid refutation of the petition signed by 100 college professors calling upon the Government to stop all advertising while the war lasts. For a copy of this booklet address the company at 250 Park Avenue, New York City.

PHILIP SALISBURY



McINTYRE



WOODS



BREWSTER



LORD

1. Vincent J. McIntyre, general sales manager, acousticon division of Dictograph Sales Corp., New York City, has been elected director and vice-president of the corporation, according announcement by Stanley Osserman, chairman of the board.

2. Leslie J. Woods has been made vice-president and general manager of National Union Radio Corp., Newark, N. J. Mr. Woods formerly was general manager of the auto radio division of Philco Radio and Television Corp., Philadelphia, Pa.

3. Rafael C. Brewster has been appointed general sales manager in charge of sales and advertising, Frederick Stearns & Co., Detroit, Mich. He formerly was director of sales for E. R. Squibb & Sons; Lentheric, Inc., and House of Westmore, Inc.

4. Philip S. Lord, formerly Philadelphia regional manager, Standard Brands, Inc., New York City, has been named field manager. Mr. Lord joined Fleischmann Co., Chicago, in 1921, continuing on the sales staff until his present advancement.

NEWS REEL



DURBAN



BONNAFOUX



SKUTT



BROWN

5. Charles J. Durban has been made assistant director of advertising for United States Rubber Co., New York City. Mr. Durban has been with the company since 1937, serving as advertising manager for U. S. Tires and for the tire division.

6. Lucien C. Bonnafoux, Mid-Atlantic division manager, Hiram Walker, Inc., Detroit, Mich., has been elected vice-president in charge of sales, W. A. Taylor & Co., New York City. Mr. Bonnafoux has been with Hiram Walker since 1935.

7. L. F. Skutt has been made general sales manager, Nash Motors Division of Nash-Kelvinator Corp., Detroit, Mich. Mr. Skutt began his career with Nash-Kelvinator in 1942, after more than twenty years with General Motors Corp., Detroit.

8. Albert Brown has been advanced to director of advertising and merchandising in the enlarged Best Foods organization, New York City, following consolidation with Hecker Production Corp. and adoption of the new name, The Best Foods, Inc.

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W. R. Jenkins holds degrees from the University of Omaha and The University of Chicago. Upon completing his studies, he entered the publishing field as managing editor of Dupont Publishing Co. After that he became a partner in Long & Jenkins, advertising agency, Chicago. He later sold his interest in the agency to engage in free-lance work for a year, after which he joined the staff of Trade-Ways, Inc., management consultants. Since 1935 he has devoted his time to sales research work for Northwestern National Life Insurance Co., Minneapolis, and recently was appointed sales director.

In the Best Interest of All Selling, Should We Kill Straight Commission?

This cold appraisal of the commission plan for paying salesmen gets down to bed rock on a fundamental problem which affects all business. If sales management does not clean house on its manpower abuses, the profession will, in the post-war period, face a manpower famine at a time when it will desperately need all the talent it can muster to sell its increased production.

BY W. R. JENKINS

*Sales Director, Northwestern National Insurance Co.,
Minneapolis, Minn.*

(This is the ninth of a series of articles on post-war planning. The titles and dates of appearance of the first eight are listed below:

"Post-War Planning: What Is It, and What Shall We Do About it?," by A. R. Hahn, Managing Editor, *SALES MANAGEMENT*, September 1, 1942.

"Report No. 2 on Post-War Planning: The Producers Council Program," October 1, 1942.

"Research for Post-War Planning: A Practical Five-Point Program," based on an interview with Dr. Lyndon O. Brown, Vice-President in Charge of Marketing, Lord & Thomas, October 10, 1942.

"Nine Important Problems You and I Will Face on V-Day," by Lee McCanne, Assistant General Manager, Stromberg-Carlson Telephone Mfg. Co., November 15, 1942.

"The Human Side of Industry's Post-War Management Problem," by Hugo A. Bedau, December 1, 1942.

"That 'Happier Tomorrow': If We Want It, We Must Plan Today," by Stanley Holme, Economist, General Electric Special Planning Committee, General Electric Co., December 15, 1942.

"Philadelphia Blueprints a Program

for Civic Post-War Preparation," January 1, 1943.

"Has Business Been Dodging Its Proper Political Responsibilities?" based on an interview with Louis Ruthenburg, President, Servel, Inc., January 15, 1943.

Individual reprints of each are available without charge from *SALES MANAGEMENT*, 386 Fourth Ave., New York, N. Y. Multiple copies, 3 cents each.—The Editors.)

WHETHER you are a prophet of doom or of "boom" for our post-war economy makes little difference in the post-war outlook for the sales manager. His post-war world promises to be full of headaches and heartbreaks. At best, the sales manager must face the task of building solid muscle back into a flabby sales force which has grown soft in a sellers' market. But for most sales managers there also will be a vast rebuilding job.

There is little prospect that salesmen in the majority of lines will be

given any very great consideration under a strict manpower allocation plan. And, indeed, manpower shortages have currently reduced most working sales forces from 10 to 40%. Add to this shortage of manpower the effect of priorities and pooling which have already decimated or completely wiped out a large number of sales organizations, and you have a quick picture of what total war very properly does to the essential peace-time business of selling.

In the event of a post-war slump, the job of rebuilding these sales forces will be greatly prolonged and marked by heartbreaking waste in turnover, unrest among salesmen, vigorous growth of union activities in sales forces and a constant fight to maintain morale.

In the event of a post-war boom, the rebuilding job will be marked by intense competition for men, shortages of salesmen due to the fact that large numbers of young men have been technically trained during the war period, a new era of competitive "recruiting" which will give selling a new low estimate in the eyes of capable young men, and a mad scramble for markets with most industries wide open for tremendous competitive gains—and losses.

Add to all this the almost certain fact that delivery in many lines will be extremely slow for a long period after the war, and you have a most unpleasant picture facing the sales manager, regardless of whether you are pessimistic or optimistic about our post-war economy. Rebuilding from scratch, as many organizations will be

Editor's Note

Now and then the editors of SALES MANAGEMENT find an article which is so sound, which represents such a substantial contribution to thinking in the field of marketing, that we are willing to break some rules in its behalf. This is such an article.

It's longer than our usual maximum length, and we are using runover space in the back of the book to accommodate it—another practice we ordinarily frown upon. When you read the article, you will understand why we regard it as an exception.

The editors of SALES MANAGEMENT earnestly be-

lieve that it is in the interest of the entire profession of sales management for men at the top of business to develop some positive action in the direction of correcting certain flagrant manpower abuses. We believe, further, that this subject should be programmed before such groups as the National Federation of Sales Executives, the American Management Association, and the National Association of Manufacturers, for in its largest sense, this is a public relations problem for all industry.

The editors will welcome letters from readers.

forced to do after the war, may take years of adjustment before some semblance of organization stability is reached. Great waste is almost inevitable in what is inevitably a costly job even without waste. Yet it goes without saying that a post-war world of security and full employment means the sales manager is among the first whose post-war job must be shaped to a workable pattern.

Granting the magnitude and the difficulties of this rebuilding task, it is to be hoped sales management will not overlook certain important *opportunities* inherent in the present situation. They are the kind of opportunities which always exist after any great disaster—opportunities for a general housecleaning and rebuilding along sounder lines. The parallel may seem far-fetched, but it is the same type of opportunity which exists to rebuild a more healthful, more economic and more modern Old London City. If the vision is there, the parallel is not lacking in points of similarity.

This is just another way of saying that all of the sales manager's post-war headaches and heartaches will not be war-born. The plain fact is, that in the main he entered the war with a wasteful, fragile and fly-by-night organization and an opportunistic management policy, the weaknesses of which are only accentuated by the dislocations of war. And it is these weaknesses rather than war's dislocations which will underlie the most serious aspects of his problem of rebuilding. Therein lies his great opportunity and challenge for some hard-boiled current thinking about correctives for these weaknesses, before the rebuilding job is at hand.

To enumerate some of these weaknesses, start with the salesman himself. A staggering number of salesmen and of sales forces work on a commission basis under conditions of

work and commission schedules which provide an inadequate living wage. Moreover, because such commission arrangements are almost invariably tied closely to new sales, any depression, strike, drouth or other local or general condition adverse to sales simply works havoc with even the most able men. An inventory of salesmen's pocketbooks would make a quite sensitive type of business barometer.

Under these conditions the proportion of failures in sales work defies belief. Moreover, turnover is high among even those men who are temporarily successful because they find, after a few years, that the job is too sensitive to business change and the permanent gains too meager to give them security against the future, or even modest prospects of steady growth and advancement.

Exploitation of Manpower

The resultant high turnover in many sales organizations can be characterized only as "exploitation of manpower."

This exploitation begets greater exploitation. The American sales force has never reached a point of even near-stability. The high incidence of failure and mediocrity creates a never satisfied appetite for new raw manpower. "Recruiters" and "organizers," specialists in painting a rosy picture to aspiring young men, carry on their shameless activities with a vigor which is in inverse ratio to the actual rewards of the sales job they have to offer. The ultimate result of the process is a thorough discrediting of salesmanship as a profession and the enthronement of sales management as a racket.

Surveys in recent years have shown salesmanship very nearly at the bottom of the list of preferred occupational choices for college men. This process

of degradation has gone a long, long way and is not the least of the serious obstacles the sales manager will face after the war. There is little reason to believe that hardened and determined soldiers and sailors returning to civilian life tomorrow will look with any more favor than college men of today on jobs which offer only elusive earnings and little of the security for which these men have been fighting.

Leaving the salesman and turning to the management side of the picture, this widespread exploitation of manpower not only has undermined the popularity of selling as a vocation or profession in the eyes of our most promising young men, but it has done immeasurable harm to the public's over-all attitude toward business. Make no mistake about it, this is an underlying factor in the cool public attitude toward business which has characterized the whole period of the 1930's. To the consuming public, and even to the independent middleman, the salesman all too often is The Company. When this one real contact between big business and the public is made by hordes of raw, newly-recruited salesmen who are forced into high pressure and even dishonest methods of getting business in a hopeless struggle to make a living, the impression left cannot help but undermine confidence in business as a whole.

These results of the plight of the salesman only can mean high cost of building and maintaining a sales organization. What is more important, it only can mean high cost of penetrating and holding markets. Add to these costs the fact that public bad will creates the necessity of counter-efforts to create good will—efforts which sometimes call for elaborate outlays of money—and you have a situation which spells shameful management waste.

But these statements are only cur-

tain-raisers on the difficulties in the management side of the picture. With "freedom from want" set up as one of the four freedoms for which we are fighting, and "job security" due to receive greater emphasis than ever in our post-war world, shortsighted sales management is headed for *real* trouble. Salesmen are by nature individualists; they are not union minded. But the rapid inroads of union organization on our large commission sales forces before the war are a harbinger of things to come for the sales manager who thinks this exploitation of men is a minor and "unavoidable" accompaniment of the normal sales process.

Sales managers who accept that view are almost certain to find that the "unavoidable" part of this problem is the necessity for rather prompt correction of these fundamental shortcomings of the sales job in the years immediately following the war. This is no idle threat. The unionization of sales forces is well under way and sales management has only itself to thank for that condition; for sales management has largely failed thus far to meet even half way the normal desires of most salesmen to be free agents.

It's Management's Problem

These relatively new threats to the peace of mind of sales managers will be superimposed on what always has been, under the best of conditions, a heartbreaking job. Even assuming that manpower will be available and that security and union issues will not arise, the task remains in hundreds of organizations of building or rebuilding sales forces under conditions of low and irregular pay, high turnover, poor morale, vicious competition for markets, need for high pressure tactics, and a latent public resistance to all such tactics. It promises the necessity of fighting for increased budgets in a post-war period when high taxes and dislocations may have seriously curtailed, or even impaired, capital resources. It means that the sales manager on top of all his other troubles is probably in for a continuous beating from the comptroller's or treasurer's department.

Although the post-war rebuilding job gives new emphasis to them, there is little if anything new in these observations about the weaknesses of our typical sales operation. Sales managers have aired these shortcomings among themselves (in private, of course) for a good many years, while they publicly whooped it up for the high earnings and great opportunities available in the selling profession. Of course, this

description of a sales manager's typical problems, outlined above, errs in being too sweeping. There are many exceptions and many farsighted firms and sales managers who long ago did their own housecleaning on these problems.

But the fact remains that these very firms and sales managers suffer most from the fact that the majority—and certainly a great many of the largest and best known sales forces—all too readily fit the picture outlined here. Those sales managers who can rightfully claim to be exceptions to this description are, therefore, most likely to be the first to agree with this verbal plastering of sales management, and quite probably will pitch in and back up the view that *now*—as never before—sales management is faced with the opportunity to correct these evils to the everlasting benefit of producers, sellers and consumers.

With many great sales forces completely wiped out and others decimated, the setting is perfect. Under these conditions the task can be attacked with a freedom of action and a lack of preoccupation in other sales duties which will perhaps never be available again—at least not in this

generation. And if these problems are successfully attacked, it will spell the difference between a wasteful, costly, endless rebuilding job and a solid, successful, low-cost rebuilding job.

No sales manager who faces the task of rebuilding his sales force and his markets after the war can help but be appalled by the prospect of rebuilding under the kind of conditions described above. And no sales manager who has overcome these evils in his own organization can face with equanimity the prospect of cut-throat competition for manpower and markets, and the general degradation of the entire selling profession that will take place if these evils are let loose again full blast in a turbulent post-war reconstruction period.

Now lest one of our high-pressure apologists reminds us that "the American Free Enterprise System has been built by our great American sales genius" and suggests that all of the above is mere sentimental rabble-rousing on behalf of the underprivileged "two-thirds of the salesmen who sell only one-third of the business," let us make one or two points clear:

This is distinctly *not* a problem of

(Continued on page 52)

Campaigns and Marketing

New Sears Catalog

Some seven million copies of the Sears-Roebuck 1943 Spring Catalog are now being mailed. The new edition is only 14 pages smaller than the 1942 edition. Although Sears kept checking the list of possible entries up to final page proofs, to make sure that no item would be included unless inventories were available to fill orders until the next catalog issue, the index covers all merchandise previously carried, with one exception. In a footnote Sears explains that this item is made of critical material, and accordingly has been dropped from the catalog.

Less space is devoted to hardware, auto accessories, farm equipment and electric appliances, but wearing apparel and domestic lines occupy more pages than in previous issues.

For the first time, the book reflects the ideas of a woman as merchandise supervisor. She is Mary Lewis, who helped make fashion history with Best & Co., R. H. Macy, as vice-president of Saks Fifth Avenue and later as head of her own Fifth Avenue shop.

The new catalog unreels a picture of the changes that have taken place in phases of civilian life. Electric re-

frigerators are missing, as are washers and ironers. Gas rationing explains the extra emphasis on games, books and family recreational items. Women's work clothes, including garments, shoes and foundations, come in for greater display, and sportswear is shorn of many of its frills. The withdrawal of millions of men from civilian life into the armed services accounts for the unusually large quantities and selections of bill folds, socks, photograph frames, special mailing boxes, military luggage and "V" Mail stationery. Many of the less expensive tools have been replaced by those of professional quality—to meet the mounting demand from the vast army of men switching to war production work. In not a few instances, copy reminds prospective purchasers that a priority certificate is required.

Substitute materials made possible the inclusion of a number of articles that might otherwise have been ruled out. Wood, masonite, glass, porcelain, plastics appear in more of the descriptions than formerly; resilient wood springs, for example, are used instead of coil springs in some of the davenport. Fiber composition has replaced steel in the vacuum bottle jackets, and the drinking cups are made of glass.

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The catalog lists an inner tube puncture sealer, and a self-vulcanizing tire patch, to help motorists prolong the life of their tires. Storm sash and rock wool insulation have been moved up from the fall and winter catalog to the current issue on the theory that far-sighted customers, experiencing the rigors of the fuel shortage, will order now. In the women's hosiery section, featuring rayon, cotton lisle and cotton lisle mesh stockings, are detailed instructions on the care of rayon.

Tricks with Meat

It won't be the fault of advertisers if housewives don't emerge from the war with a few additions to their bag of kitchen tricks. They'll know several things about the buying and cooking of meats that they didn't know before. Packers who, a short time ago, were urging women to buy more meat, are now using their space to show them how they can make a little meat go a long way, how to buy wisely, how to prepare satisfactory meals from the unfamiliar cuts and variety meats. Manufacturers and processors of other foods are advertising wartime recipes in which their products are combined with meat, making it possible for housewives to serve tasty, nutritious dishes on what otherwise might be meatless days.

Armour and Co. will start a special campaign February 14, designed to enable women to outwit the meat shortage through ingenious stretching of small amounts. Headline of the first ad, "What you can do with 1 lb. of meat," indicates the type of copy that will run throughout the series, based on experiments in Armour's test kitchens. In the second, "Stews take little meat—make wonderful meals" will spotlight detailed instructions on the preparation of these dishes. Subsequent ads will furnish helpful hints for meat pies, meat loaves and other savory stretchers.

Copy will appear in 12 national magazines and 2 Sunday supplements. Armour's Food for Freedom Campaign, launched last August, continues, explaining the packing industry's role in the war effort and why home consumption must be restricted. These two campaigns add up to the most extensive magazine program in the history of the company. Counter card reproductions and blow-ups of the new ads will be used for store display. Pads of wartime meat recipes will be attached to the former.

Swift & Co. will buy 12 ads in four magazines to show how war workers can be fed nourishing meals despite

Copy of this sort reflects thinking that's ahead of the politicians, says Columnist Raymond Clapper. Throughout this campaign, Chicago and Southern will hail aviation's wartime development, not as a great commercial opportunity, but as an instrument of world peace, weaving "the texture of a new fellowship among men."

the shortage. Copy will feature frankfurts and table-ready meats and will offer literature telling how to make meat allotments go further and how to pack satisfying lunch box meals. First insertion, a page in *Life*, shows a worker about to knock off for the day, with this headline, "When he comes home for dinner. . ." Swift's frankfurts, copy continues, mean a saving in time, fuel and food, since a pound yields a nutritious meal for four people, no cooking time is required and consumers get two meats in one together with a supply of proteins, B vitamins and minerals.

Bond Bread Ad Scores

A General Baking Co. ad appearing in New York State, New Jersey, and Pennsylvania newspapers featured nine recipes developed in the new Bond War Kitchen, to help housewives get more "mileage" from their meat supplies. Eight of the nine recipes are built around meat, to enable the housewife to extend her meat purchases throughout a week's menus and, at the same time, to encourage a greater use of Bond Bread.

The ad was welcomed in nutrition and merchandising circles as sharply pertinent to the food problem. Retailers used it in connection with meat-stretching displays, one of the chains distributing 200 reprints to its meat departments. Requests from dealers and food-page editors shot the reprint



Thunder Before Dawn

The thunder of battle along a dark road, as Paul Revere sped from Lexington to Concord, once awakened the world with a warning. . . but within that ominous warning a promise dawned. "Liberty is at hand," cried the warning. "But the times seemed to have liberty will build a new world," spoke the promise.

Now to hear the warning. . . this time from the skies. . . in a world stirred with the wars of battle, the great planes thunder on. No land or sea is beyond their range as liberty is again imperiled. . . an endless people out there, look to the heavens for hope of liberation.

And each thundering blow our nation strikes for us echoes through the promise of the dawn of a greater day. A dawn in which the airplane will cement the foundations of world brotherhood and weave the texture of new fellowship among men, in which today's weapons of destruction will become the outstretched hand of peace.

CHICAGO and SOUTHERN AIR LINES
The Valley Level Route

CHICAGO • ST. LOUIS • MEMPHIS • JACKSON • NEW ORLEANS • SHREVEPORT • HOUSTON

order up close to half a million.

The ad, appearing in 39 cities, is the first of a new Bond series in which copy will deal with various problems that are bound to develop as the food crisis continues. BBD&O, New York City, is the agency.

Ahead of Politicians

"When I look over some of the commercial advertising that is appearing now, I get the idea that most people who inspire some of it are thinking quite a bit ahead of the politicians." The comment is Raymond Clapper's. As an example of the new advertising that is facing forward, he quoted from a page ad of Chicago and Southern Airlines in *Time*, one of a series of 13 scheduled for that magazine.

Chicago and Southern's first national campaign directs people to look toward the sky, where the story of tomorrow's free world is being written by the airplane. It says nothing of airplanes in terms of great commercial opportunities, but stresses this truth throughout—that the "grim necessity that is forcing the development of aviation ahead at breathtaking speed brings hope, not despair." Copy will continue on that theme. Each ad to date carried a minor reference to Chicago and Southern's activities in the war effort.

Lake-Spiro-Shurman, Memphis, is the agency.



How Orloff Cosmetics Capitalized The Re-Use Value of Containers

Here is a distinguished example of the way a "period" feeling in products, packages and promotion materials can lift a line above competition and arouse retail interest by its "color". Attar of Petals sells both through department stores and drug stores.

ABOUT ten years ago two young men founded a business on the idea that a year-round market for sachets could be developed, provided the stodgy, hide-bound methods of merchandising those products then in vogue should be abandoned, and new, alert ones be applied instead. The young men were Henry Lubin and Jean Vivaudou, the former contributing keen merchandising sense, and the latter contributing artistic ability and a family background of nearly 100 years in the perfume business. The firm, Jean Vivaudou, Inc., New York City, has enjoyed healthy progress through its first decade; it has, moreover, revolutionized the entire sachet industry and seems destined to write a similarly original and new page in cosmetic history.

What the young firm lacked in capital in its early days, it made up in freshness and originality of approach. Sidestepping tradition, it brought out sachets in dozens of new guises, making them gift items for all-year and seasonal use. It brought them out, for instance, in the form of tiny baby blue and pink satin diapers; in hand-made pink and blue satin baby shoes;

and in luscious fruit and vegetable corsages—velvet carrots that smelled good and looked pretty on a woman's lapel. It sponsored new uses for sachets, such as tie-backs for draperies. It brought out compressed sponges and pressed cotton sachets and Sachet Boules to suspend from closet ceilings. It rode high on the vogue for beautifying closets and dressing rooms and turned out a wide, new line of sachet-coat-hangers—from feminine ones in pastel shades to pine-scented, tailored ones in plain fabrics, suitable for men and women. All these were marketed under the brand name *Orloff*.

The same fertile imagination that enabled Vivaudou to turn out sachets in so many new and amusing forms also was put to work to help dealers move these items off their shelves. This assistance included a variety of unusual and original display aids. One aid which has proved highly effective is the iron flower-vendor cart, painted white, for the display of sachets. These are used on the main floors of leading stores, where the contrast of the white carts, piled high with colorful sachets, lends a pleasing note and gets full benefit of store traffic.

Another Vivaudou idea, carried out

in the company's New York showroom (as inspiration to buyers) is to group sachets, intended for similar uses, with appropriate doll-sized mannequins—a schoolgirl mannequin with a collection of sachets appropriate for young girls; a young mother mannequin with a group suitable for gifts for a convalescent mother or for Mother's Day; a college graduate mannequin among a collection of sachets recommended as graduation gifts.

The company also has converted dealers to the plan of offering sachets in as many as seven different departments in one store—toilet goods, notions, linens, gifts, home furnishings and in Closet Shops and Bride Shops.

Fortunately for the organization, its owners seem to have an inexhaustible fund of ideas, the kind of ideas which have won it success in a highly competitive field. It holds more than 100 patents on basic designs, some of which it has not yet had time to develop—and a great many ideas still in the nebulous stage, but earmarked for future development.

The story of the way in which the company expanded into the cosmetic field shows how an idea filed away was brought out, dusted off and made the basis for a major development of the firm's activities.

Some six years ago when Jean Vivaudou visited historic Fredericksburg, Va., he was impressed by the historic Mercer apothecary shop, founded in 1760 by General Mercer

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About the Pictures:

(Left to right) In a ceremony at the historic Mercer Apothecary Shop at Fredericksburg, Va. (oldest apothecary shop in America, now a national shrine maintained by the American Pharmaceutical Ass'n.) a descendant of General Mercer is presented with the first "Attar of Petals" cologne bottle, copied from an old apothecary jar seen on the shelf behind the pharmacist.

The apothecary jar which inspired the container for Attar of Petals is reproduced in heroic size to furnish the theme for a window display in Thalhimers' (Richmond) Centurama.

This modern version of an apothecary shop presided over by a salesgirl in colonial costume, occupies 50 feet of wall and counter space inside the main entrance of Thalhimers'.

All display and promotion materials for the Attar of Petals line are done with the same feeling. This decorative urn-shaped display finished in rose and gold holds two jars and a flower garland. Topped with an old-fashioned nosegay.



of Revolutionary fame, preserved in its original form. A collector, Jean Vivaudou possessed some old apothecary jars himself, and he liked particularly the looks of the neat rows of apothecary jars and the old-fashioned mortars and pestles in the Mercer shop. It occurred to him that these, if duplicated, would make a pleasing group of containers for a line of cosmetics. A little more than a year ago the company brought out such a line, under the trade-name, Attar of Petals, in hand-painted porcelain-white bottles and milk glass replicas of the antique mortar and pestle jars, with cherubs, bowknots, bluebirds, flowers and other traditional motifs as decorations.

Shortly before the line was ready for the market, the Richmond store, Thalhimers', which was preparing to celebrate with fanfare its 100th anniversary, asked that it be allowed to launch the products in a sort of three-way promotion which also would include the Fredericksburg apothecary shop. The complete line of Attar of Petals items had not yet been brought out, but the toilet water, tal-

cum powder and cologne, which were ready, were delivered to the store, and dummy containers were used to round out the displays.

The store coordinated the apothecary shop theme in a store-wide promotion, which included fourteen windows and 32 departmental displays, tying up fashion merchandise with Attar of Petals toiletries. The cherubs, bowknots and floral motifs of the containers were reproduced on walls and display cards. Every salesgirl in the store was sprayed with Attar of Petals fragrance.

Inside the store a 30-foot-long apothecary shop section was set up. It consisted of a counter and wall cases duplicating the shop at Fredericksburg, with a salesgirl in Colonial costume. An Orloff pillow sachet, created especially for the celebration, was given to each person who visited the department.

In the bride's department, a model in a white satin gown, with a veil, sat on one section of a big apothecary scale, balanced by a heap of blossoms and Attar of Petals toiletries on the other scale.

Sharing in the publicity earned by Thalhimers' spectacular anniversary celebration, the new Attar of Petals line was well received by the trade throughout the United States, and it was not long before other leading stores—such as McCreery's in New York City, and Meier & Frank's, in Portland, Ore., also had old apothecary shops set up in their toiletries departments. To inspire retailers, there is an Old Apothecary Shop at Orloff's New York City headquarters. In most respects, it duplicates the original shop at Fredericksburg (even to the inclusion of herb drawers just below counter level); but bleached oak has been used instead of plain mahogany, and the hand-made decorative motifs on the fixtures and shelves are the same as those on Attar of Petals containers.

Since the Attar of Petals line was introduced last February, it has attained distribution in department stores and high-class drug stores throughout the United States. The line includes Cologne, Cream Cologne, Toilet Water, Cream Toilet Water, Triple Extract and Bath Essence, in bottle-top jars, at prices ranging from \$1.25 to \$2.50; Talcum, in a bottle-top jar with shaker top, at \$1; Dusting Powder and Bubble Bath in large apothecary jars, each at \$2.50; Flower Potpourri, in mortar and pestle jar at \$1.25, and in a large apothecary jar, at \$3.50; Cream in a mortar and pestle jar, at \$1.25, and in a large apothecary jar at \$3.75; Toilet Soap (box of three cakes) at \$1. Then there is



an unusual item, Pot Pourri sachets in the "Treasures of Fragrance" box-dried flower petals embedded in a waxy composition, pressed into the shape of miniature apothecary jars. These are really solidified perfumes which do not rub off on clothes, and are to be kept in closets or bureau drawers.

During the first part of the year the line went ahead on its own momentum, but in midsummer something happened that sharply increased consumer demand for it. This was the discovery of the re-use value of the containers by the home furnishings press. This angle had been in the minds of Vivaudou executives from the beginning, and it was mentioned in a trade-paper advertisement shortly after the products were put upon the market.

Re-Uses Are Versatile

Subsequently, through collaboration between Wesley Associates, the agency handling the firm's advertising, and a member of the staff of *House Beautiful*, the decorative possibilities of the Attar of Petals containers were studied. As a result, the summer issue of the magazine published a page of photographs showing the containers with their original contents, on a dressing table; in the bathroom, with the large milk glass apothecary jars holding soap flakes and cotton, and the smaller bottles holding mouth wash and lotion; in the kitchen, as canisters for rice, sugar, tea, with pepper and salt in what had been talcum powder jars, and mustard in a mortar and pestle jar which had contained cold cream. A fourth photograph showed the containers on the cocktail table, holding relish, bitters, cigarettes, etc. In each of these after-use instances, the original labels had been removed and the new uses lettered with nail polish.

The result was immediate and electric. Consumers wrote to the magazine and to the manufacturer, some sending photographs of their own after-use ideas. Soon other magazines in the home furnishings field were publishing similar suggestions, with similarly good results. *House Beautiful* devoted further editorial space to the subject in October, showing a photograph of Attar of Petals containers as they were used by one of their readers for muffins, jelly and sugar, on the breakfast table. *House and Garden* also has given space to the subject twice.

McCall's Needlework for Fall and *McCall's Fashion Book* for Winter both showed how the decorative designs on the containers might be used on household linens, curtains, etc. The January issue of *American Home* showed a number of ways to re-use

the jars on the luncheon table.

As might be expected, Vivaudou took full advantage of the favorable trend. Since consumer response to this editorial publicity had been so enthusiastic, the company, through Wesley Associates, began a campaign of advertising in the home furnishings magazines—using the re-use appeal, in addition to stressing the merits of the products. Copy thus far has appeared in *American Home*, *Better Homes & Gardens*, *House Beautiful*, *House & Garden*, as well as in women's magazines of general interest, such as *Harper's Bazaar*, *Ladies' Home Journal*, *McCall's Magazine*, *Vogue*, and *Women's Home Companion*.

Late in November, during the shopping season, "idea leaflets" suggesting after-use of the containers were packed with the product. The circulars bear the stamp of Jean Vivaudou's artistry. The form used is a white folder, printed in blue ink, and presented with a theatrical flavor as "Act II" featuring "Attar of Petals," with "every room a stage" and "Attar of Petals jars playing many parts."

Drawings show the jars in boudoir or powder room, as lamp bases, bud vases, containers for cotton, hairpins, etc.; in the bathroom, refilled with lotion, hair tonic, etc.; in the kitchen, as canisters for spices, sugar, tea, etc., and with the mortar and pestle for mustard and relish; in the bar, with the containers holding olives, tiny onions, bitters, etc.; in the nursery, holding nipples, oil, cotton, boric acid, powder, etc.; in the living room, for cigarettes and tidbits; on glass shelves, to hold flowers; in the dining or breakfast nook, to hold sugar and marmalade, oil and vinegar, etc.

After-Use Theme Spurs Sales

In addition to showing after-uses for the jars, the leaflets bear an offer to send, upon request (accompanied by any Attar of Petals box top, and self-addressed stamped envelope) two after-use labels to fit mortar and pestle jars, bottle-type jars, or the large apothecary jars. There are labels bearing the names of twenty-four items which consumers might wish to put into the containers—mustard, relish, matches, jam, mints, radishes, bitters, sauce, salt, pepper, dentifrice, sugar, spice, sweets, tea, coffee, cigarettes, puffs, nipples, rice, cheese, etc. The sender, naturally, would indicate his preference as to size and type of jar, and wording on the label requested.

Almost overnight, requests for labels began coming in, at the rate of about fifteen a day, with most letters containing two or more box tops. Retailers say they believe the inclusion

of the folders in Attar of Petals packages has had a marked effect on increasing the unit of sales, since they arouse the desire to own sets of containers, for jam and rolls, for lotion and dentifrice, for a pair of lamps, etc. The perforations in the talcum jar tops have been purposely made in two sizes, for salt and pepper—which no doubt accounts for the large number of sales of this item in pairs.

While the injection of the after-use theme has spurred sales of Attar of Petals products, it is obvious that they would have enjoyed a steady rise in popularity in any case. The products have value in their own right, as toiletries. In their favor, too, are a number of other factors which have bearing on their dealer acceptance—the fact that they have luxury appeal though falling in the moderate-price range; the display value of the containers themselves; and the company's policy of furnishing attractive display props to customers—props, in this case, which tie in with the spirit of the product.

Displays Please Customers

For example, there are the hand-wrought apothecary scales painted in pastel shades and the boudoir bases made from Triple Extract jars. An attractive point-of-sale display platform on which six to ten Attar of Petals items may be placed has as its background an Antique Prescription Book, with a cover of simulated leather, and pages of gilt-edged antiqued parchment, with ancient hand-lettered legends, one reading "Orloff Attar of Petals," and the other, "Formulae for Sorcery." The company also furnishes to retailers reprints of its advertisements and the editorial material from home magazines, in easel form, showing re-use applications for the containers.

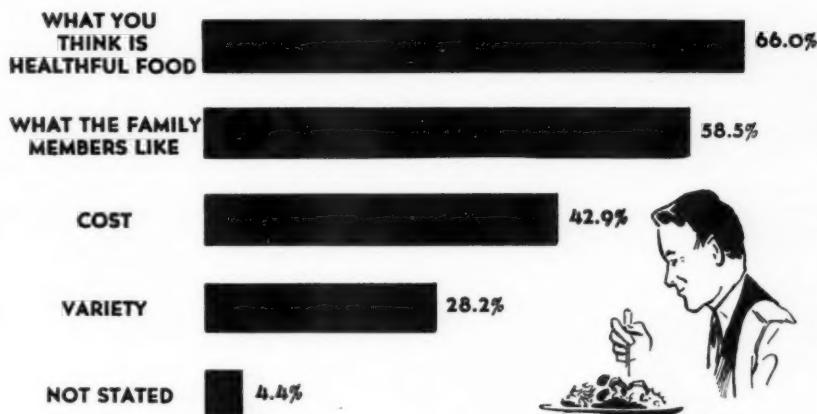
Perhaps it is because the idea for the containers came from an apothecary shop that the product has done well not only in department stores but in drug stores as well. An instance of this favorable consumer acceptance through drug stores was the retention of window displays—for three weeks in the Christmas shopping season, instead of the one originally scheduled, in the Pennsylvania Drug Co.'s two stores in the Pennsylvania Station in New York City.

That a company could have been started on a shoestring at the lowest ebb of the depression and within ten years reach the present favorable position of Vivaudou, is striking evidence of the efficacy of a fresh viewpoint, and of original ideas combined with sound merchandising judgment.

"YOU'LL TAKE SPINACH, OR ELSE!"

The 3,000 respondents to the General Foods survey were asked, "Which two of the following things are most important to you in planning your family's meals?"

Despite all the griping one hears about the high cost of living, the item of food cost is less important to the average housewife than what is "healthful or good," and what the family members like.



Source: "National Survey of Nutritional Information," The General Foods Corporation.

General Foods Quiz Shows Women Want More Facts on Nutrition

This significant survey, released as a public service by the company that sponsored it, should help the whole food industry to meet more efficiently the huge demands and responsibilities placed upon it by our national emergency.

AMERICA may be the best-fed nation in the world, but industry and government have a tremendous job ahead in educating people to eat wisely and nutritiously. The American housewife is interested in knowing about nutrition, is anxious to obtain more information on the subject, but at the present time is not getting the kind of information she wants.

These facts were brought out in a survey made by General Foods Corp., New York City, among 2,979 housewives representing a cross section of the nation economically and geographically. The survey, conducted by Benton & Bowles for General Foods Corp., was made in cooperation with the National Nutrition Program of the Government.

More than half of the housewives interviewed—54.1%—said that they were greatly interested in getting information about the health and nutritional value of foods, and nearly half

—40.2% declared that they were not getting all the information of this type that they would like to have. Results of the survey prove that the most pressing need at present is for more *practical* information on nutrition—non-technical material, which busy housewives of all income levels and all degrees of learning can easily understand and put into effect. The survey reflects the need for low-cost, adequate meals, for menu suggestions and meal-planning.

The housewife's interest in nutrition, and her desire for education represents a challenge to food manufacturers and their advertising agencies. It calls for educational and merchandising campaigns by the food industry and food associations.

Following is a brief summary of the outstanding results of the survey. Complete copies of the "National Survey on Nutritional Information" may be had by writing to the Public Relations Department, General Foods

Corp., 250 Park Avenue, New York City.

Interest In Nutrition. The average housewife is eager for and receptive to information about nutrition. More than half of those interviewed (54.1%) are "greatly interested" in information about the health and nutritional value of foods. This interest ranges from 48.0% of the farm women to 60.9% in the larger cities. Of all the women interviewed, 33.1% say they are only "slightly interested" in information of this type, and 11.2% admit they definitely are "not interested." In general, the better the family income, the more interest there is in the nutritional value of food.

Interest In Cooking. Most women like to cook. Three out of four of the first 1,012 women interviewed declare they "like to cook;" 11.6% like to cook occasionally; and 10.8% confess they do not like to cook.

Information Wanted. An encouraging majority of the women interviewed—(59.3%)—say they are getting all the information they desire about the health and nutritional value of foods. But an average of four women out of ten—40.2%—say they are not getting enough information of this kind. It is interesting that this holds true, in the same proportion, among housewives on farms, in small towns, and in medium and large cities.

Each housewife was asked to name the two principal sources from which she gets nutritional information about foods. Their replies rank the sources in the following order:

Radio	62.0%
Magazines	59.5%
Newspapers	32.9%
Package labels	9.1%
Lectures & School	8.4%
Doctors & Nurses	7.2%
Gov't. Publications	6.6%

Meal Planning. Housewives plan family meals on the same day they are served in 65.8% of the homes. Only 18% of the women plan meals even one day ahead.

Each housewife was asked to name two factors which most influence her meal planning. As ranked by the housewives, the four outstanding factors are:

What foods women think are good for their families—66.0%;
What the family members like—58.5%;
Cost of food—42.9%; and
Variety—28.2%

Food Dislikes. There are, however, good reasons to believe that housewives could experiment successfully in changing their families' diet.

The survey reveals that in 62.0% of the homes there are no food prejudices.

Of those interviewed, 38.0% of the families have at least one member with strong food prejudices against one or more foods. At first glance, this might be interpreted as something of a serious handicap to the housewife in the preparation of well-balanced meals. But when dislikes of *individual* members of the families are traced to specific foods, the unfavorable vote is too small in any instance to be more than a minor obstacle to good nutrition. In other words, a variety of alternate food choices is available everywhere for the housewife intent on feeding her family wisely.

There is no general dislike for any American food. On the contrary, about 97 persons out of every 100 will eat any well-prepared dish which is served them.

It has long been a common belief that women are more finicky about their eating than are men. The survey explodes this assumption, for it shows that, as a rule, more fathers and sons have strong food dislikes than do mothers and daughters.

Spinach—so frequently maligned by cartoonists and jesters—is really

a popular vegetable. It numbers 98 friends to every 2 "abstainers." The negative vote for the foods least-liked by some individuals among the 11,582 persons in the families surveyed follows. As will be noted it is encouragingly insignificant:

Seafoods	1.8%	dislike
Carrots	1.5%	"
Spinach	1.4%	"
Turnips	1.3%	"
Cabbage	1.2%	"
Liver9%	"
Milk5%	"

Milk. Of the families interviewed, 6.8% said they are using more milk than two years ago.

Based on optimum requirements, however—namely, one quart a day for children, one pint for adults—there is a marked deficiency in family milk consumption. Depending on family size, the deficiency ranges in urban communities from 10.3% to 78.5%. In other words, families nearest the optimum are consuming only 89.7% as much milk as they should, while those furthest from "par" are consuming only 21.5% as much milk as they should. The larger the family, the greater the deficiency in milk consumption.

A smaller increase in the consumption of milk is reported on farms than in cities and small towns. Increase in small towns and all city sizes ranges from 7% to 12%, whereas on the farm it is only 4%.

This undoubtedly is due to the fact that milk consumption on farms always has been more nearly adequate.

Cheese. Cheese is served in an average of 87.6% of the homes. The smallest consumption is in the small towns, the greatest amount being eaten in both large and small cities.

Annual per capita consumption of cheese (*excluding* cottage cheese) was 5.99 pounds in 1940, according to the U. S. Department of Agriculture.

Annual per capita consumption of all kinds of cheese (*excluding* cottage cheese) was 4.2 pounds, as *estimated* by the housewives. The survey does not reflect, however, the tremendous amount of cheese consumed in lunchrooms, restaurants, and hotels.

Among the surveyed homes, annual per capita consumption of all kinds of cheese—including cottage cheese—is 13.8 pounds.

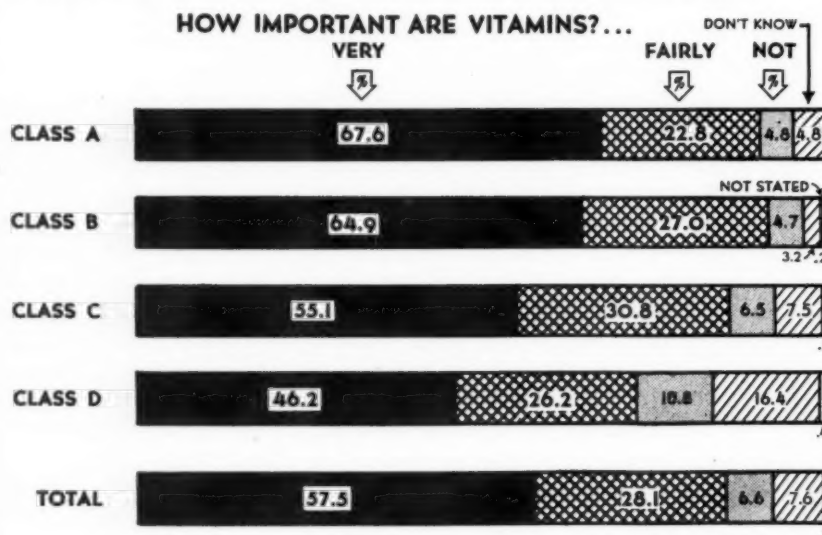
In 64% of the families interviewed, cheese or milk or "dairy products" are recognized as a good source of calcium. However, fewer farm families (49%) say these are good sources of calcium.

Fruits and Vegetables. Home grown fruits are used by an average

WHAT DO VITAMINS MEAN TO THE HOUSEWIFE?

Interviewers representing the Consumer Service Department of the General Foods Corporation, asked 3,000 housewives, "How important do you consider vitamins in the food you serve your family?"

The answers reveal a high degree of over-all acceptance for vitamins, but much educational work remains to be done with the housewives who are today's best prospects. They are the women in workers' homes (Economic groups C and D), and farm wives. In farm homes the answers parallel those in the Class D homes.



Source: "National Survey of Nutritional Information," The General Foods Corporation.

of 32.9% of the 2,979 families and home grown vegetables by 42.5%.

Home grown fruits are used by 46.8% of the farm women, 25.9% of the rural non-farm women, by 24.8% of those in cities.

Use of home grown vegetables is as follows: Farms—63.7%; rural non-farm—38.4%; cities—29.7%.

How Important Are Vitamins?

Vitamins in foods served are considered very important by 58% of families interviewed; 28% considered them fairly important; and 14% consider them not important, or don't know. In lower income homes, vitamins are not considered as important as in homes having more money to spend. City and small town people are more interested in vitamins than are farm people.

How Many Are Taking Vitamin Concentrates? In 28.2% of the families, some member or members take vitamins in prepared form. In 20% of farm families one or more members take vitamins, while in 48% of the city families one or more members take vitamins.

Knowledge of Vitamins. Of the people interviewed, 93% said they had heard of vitamin A; 93% vitamin B₁; 87% vitamin C; 87% vitamin D; 64% vitamin G (B-2-riboflavin).

Few knew what the functions of the vitamins are. For example, vitamin A—70% do not know what the functions are; an additional 7% never heard of it; 9%, however, know it has to do with eyes—"good for eyes and prevents night blindness;" and 5% believe it has to do with resistance to infection.

City women are more familiar with vitamin A than farm women. About 7% of farm women know something about its functions, while in the larger cities, 20% know something of its functions.

The same is true in regard to color indicating vitamin A in foods. Of farm families, 79% do not know or have not heard of vitamin A associated with yellow or green color in vegetables, as contrasted to 59.8% who lack this knowledge in the largest cities.

Destruction of Vitamins. This represents a practical problem. It is a subject that has been written and talked about for many years. It is a problem women can rather easily overcome. While there is a great lack of accurate information concerning vitamins and their functions—information as it applies in the home—conservation of vitamin values by proper cooking has been absorbed by an encour-

aging percentage of housewives. For example, 44% know that cooking in a pressure cooker is the best way to conserve vitamins, and 44.5% say that cooking in the smallest amount of water possible is the best way to conserve food nutrients.

A minority of women—20.7% is still adding soda to vegetables in cooking—to the detriment of certain nutrients. Of those interviewed, 13% say they add soda to string beans, for example; the next two vegetables most abused in cooking are cabbage and peas (3.1% and 3%).

Reasons these women give for adding soda are chiefly because they think soda makes the vegetable "more tender;" "preserves color;" "cooks more quickly;" and makes food "more digestible."

Has the Whole Wheat and Enriched Flour Program Penetrated?

Indications are that the whole wheat and enriched white flour program has penetrated in more than three quarters of the homes, for 76% of the women

interviewed say they prefer whole wheat and enriched flour to regular flour for vitamins. More than half—53.5%—apparently realize that whole wheat flour is superior to either enriched or regular white flour so far as vitamins are concerned, and 22.5% know that enriched flour is superior to regular white flour for vitamins.

However, only 6.8% of the families say they are eating more whole wheat bread or whole grain and vitamin-rich cereals than two years ago.

Margarine. Women were asked: "Do you think that margarine can or cannot be made as nutritious as butter by adding vitamins?"

More than a third of all the housewives—35.6%—said they believe margarine can be made as nutritious as butter.

That margarine can be made as nutritious as butter is known by slightly more than one quarter of the farm women and by slightly more than 40% of the women living in metropolitan cities.

Suggestion Plans Speed War Work, Sell Workers on Management

A system of incentives set up by Government agencies and private industry has encouraged employes to submit hundreds of thousands of ideas for improving business efficiency. The value of these ideas represents an incalculable contribution to the war effort.

BY LAWRENCE M. HUGHES

IN this People's War, the people are providing much of the brain-power to help the United Nations win.

Factory workers, says the War Production Board, have created more than 400,000 practical war production suggestions. In December alone, 128 of the thousands of ideas submitted were judged by plant committees to be so important that they were sent to Washington for governmental recognition.

Company suggestion systems not only aid war production, but, in bringing extra incentives and rewards to workers, they are becoming a big factor in selling workers on their companies.

And the habit of production suggestions now may be harnessed, after the war, to marketing ideas as well.

Now the demand is for greater production with fewer workers and less material.

From 30 of December's suggestion

crop alone the plant committees estimate that 112,459 man-hours are saved annually.

On the basis of the 400,000 suggestions received by labor-management committees in 1,900 war plants to January 10, about 26,000 Awards of Individual Production Merit were made by plant committees. Of the 26,000, about 500 were deemed meritorious enough to be submitted to Washington.

The WPB's Board for Individual Awards, of which Ray Milholland is chairman, granted higher certificates to authors of 55 of these suggestions. Highest of the three honors—Citation of Individual Production Merit—was conferred on six men.

In Chicago, on December 10, representatives of three hundred companies participated in the first annual meeting of National Association of Suggestion Systems.

Ezra S. Taylor, president of the association and director of Pullman

Company's employee suggestion system, said that each war worker on the average could produce three valuable suggestions and that the association's job was to stimulate and develop them.

In the first 18 months of Pullman's plan, he pointed out, awards totaling more than \$53,000 were paid. The company's employees turned in "42,000 suggestions for improvement of equipment, operations and practices. Of this total 4,600 ideas offered by 2,600 individual workers were adopted and set to work."

A. G. Nordholm, WPB official, told the meeting of one suggestion which resulted in a device that already has saved the Signal Corps the equivalent of "nearly 37 years of work." Another suggestion led to development of testing equipment which permits instruments of combat planes to be checked in three minutes, sending them out to battle hours faster than before.

Actual Cash Is Saved

Westinghouse Electric & Manufacturing Co. has estimated that it made an actual cash saving of more than \$250,000 in time and material in the first half of 1942 from employee suggestions. In that period Westinghouse paid \$31,508 in cash awards to 1,985 different employees for 5,218 suggestions that had been adopted.

An employee suggestion system is effective in proportion to the thoroughness with which it is organized and promoted within the company—and, of course, to the "fairness" with which the entries are judged. In addition, the committees must exercise considerable tact to avoid offending employees whose suggestions are somewhat wacky. One worker, for example, suggested putting glass in washroom doors so that people coming in would not bump into people going out. He didn't consider the angle of privacy.

Mr. Taylor has listed ten precepts in the conduct of a successful employees' suggestion system. It must be



Ezra S. Taylor

conducted, he says, anonymously, impersonally, impartially, conscientiously, honestly, tolerantly, patiently, liberally, accurately, and effectively.

Before that, however, there must be objectives. Large organizations have launched such systems in recent years—in addition to the most important reason of aiding the war program—principally to "improve employee relations; to provide a definite channel through which employees can submit ideas pertaining to their work without fear of being criticized; to provide an increased interest in their work and company, and to minimize grievances and strikes."

New Talent Is Found

A suggestion system, Mr. Taylor points out, "offers a definite educational program to employees since it fosters systematic and constructive thinking." Also, "it develops men (and women) and helps to bring them to management attention."

The director or manager of the system should have had broad experience in various phases of the company's activity. He should have support of company executives, and should make this a full-time activity.

Large suggestion boxes, with a supply of suggestion blanks are placed at suitable locations throughout the properties of the company. Usually, one box is available for every 50 employees. The box is slotted like a mail box. Above it is a poster or "weekly thought stimulator," emphasizing the importance of suggestions.

In industries, each shop may have its own local suggestion committee, representing each department or type of work done there. Recommendations from weekly meetings of local

committees are passed on to the general suggestion committee, whose chairman usually is the company director of the plan.

Mr. Taylor emphasizes that suggestion systems are very sensitive. Unless all the ten precepts are followed by all concerned with the operation of such a system, dissatisfaction creeps in. When an employee feels that he has been treated unfairly, he may spread the word to his associates. But he will also spread the word when he feels he has been treated fairly.

Posters, departmental meetings, articles in company magazines, are among means employed to keep the systems going. Some plants pass the stimulation down the line by giving shop foremen a percentage of total awards paid employees.

Cash Systems Are The Best

"It has been demonstrated," Mr. Taylor says, "that the most effective systems are those conducted on a strictly cash basis with a minimum award fixed at \$5 and an *unlimited* maximum." Where a tangible saving is involved, the maximum award may be fixed on the basis of 10% of the first year's gross saving or 50% of the first year's net saving, after reckoning the costs of adopting the suggestion.

For borderline cases and suggestions of relatively little consequence, he recommends a policy of favoring the employee. An "honorary mention" or a nominal gift, such as a pencil or a pocketbook may stimulate the worker to further and better thinking. In addition to rewards, employees are stimulated when they see their suggestions actually carried out.

All suggestions should be acknowledged.

National Industrial Conference Board, New York, published last year a 96-page report on "Employee Suggestion Systems," covering 23 companies, 16 of which are engaged in manufacturing and the others are in transportation, retailing and public utility work. Some of them are Addressograph-Multigraph Corp., Armstrong Cork Co., Bristol-Myers Co., Dennison Mfg. Co., Eastman Kodak Co., General Electric Co., Goodyear Tire & Rubber Co., Inc., R. H. Macy & Co., Inc., National Cash Register Co., Prudential Insurance Co. of America, Pullman Co., RCA, Inc., Servel, Inc., and United Air Lines.

Such companies are among the nation's leaders in advertising and sales management. They have found that selling begins at home. Their organizations are just as strong as the harnessed brainpower of their workers.

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★ Choose the leader ★

★ in the ★

★ business field... ★

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★ THE ★

★ MILITANT ★

★ VOICE OF ★

★ BUSINESS ★

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Telephone wire coming up

Here's a bomber-gunner hurrying
to load his 50-calibre gun. . . .

In peace, a lot of that copper
would have gone into new tele-
phone lines. Now it's needed for
shooting and winning the war.

That's why we can't build new lines
right now. That's why we're saying
—"Please don't place Long Dis-
tance calls to war-busy centers un-
less it's absolutely necessary."

Thanks for all your help and we
hope you will keep remembering.

BELL TELEPHONE SYSTEM

WAR CALLS
COME FIRST



COPYRIGHT ARMY AIR FORCES AID SOCIETY

FEBRUARY 1, 1943



It is doubtless a coincidence. Some months ago, I said I thought American Tobacco ought to orchestrate the theme: "It's *American* to want the best." American Tobacco didn't bite, but Ballantine's Ale came out with: "How *American* it is to want something better." Close, but no cigar.

Slogan for Regal shoes: "FIT . . . for a king."

Wonder how the Manpower Commissioner feels when his parrot says: "Pretty Paul . . . Pretty Paul."

Carrier pigeons, I suppose, commit the message to memory and deliver it orally in "pidgin" English.

I've been waiting for Tin Pan Alley to break out with a war song called "Let's Hang the Paperhanger."

The Philadelphia *Evening Bulletin* calls Cary Grant one of America's "ten best-dressed men." After his marriage to Barbara Hutton, he should be one of America's "5 & 10 best-dressed men."

Writes Frank Haylock: "This 'laxident' you speak of; is it something to loosen your teeth?" Could be. A laxident is an accident due to laxity. Brush them twice a day, Frank, and see your dentist twice a year.

Pedantic Dept.: "A large part are assigned to troop service."—The Association of American Railroads. It sure are.

To the male of the species, Hedy Lamarr is heady wine.

Why not telescope "Tecla necklace" into "Teclace?"

Aside to a certain New York agency man: The "What is a sanderson?" story you sent and which I printed last month, popped up in at least three other publications. Are you syndicating your gags?

I'm not sure which would be worse as a national policy . . . an economy of scarcity or a scarcity of economy.

Jam Handy's Jack Coffey (unrationed) has cooked up a pertinent post-war phrase: "Starved Market." It pays to advertise . . . now.

John Mock, s.m. of The Turner Brass Works, knows a restaurant in Kansas City which frankly calls itself the "Jip Joint."

When the full story of the Alcan Highway is written, it will be a brilliant chapter in the history of the Army engineers, and in American and Canadian ingenuity.

Incidentally, Frank Coutant, a Canadian by birth, used to tell about a halfbreed up thatta way who was "half Injun, half injuneer."

"Wicks for certain types of oil lamps are now made of a similar fabric (glass)—they neither char nor smoke." Sure: Raybestos-Manhattan Wicks, "the Pick o' the Wicks."

Pennsylvania's state liquor stores are coming in for a lot of criticism. There seem to be more customers on the floor than bottles on the shelves.

My great-uncle Jim, who never heard of a vitamin, was still able to shave himself with an open-bladed razor at the age of 92. But then, maybe corn likker contains vitamins.

"Debulking" hasn't yet hit bureaucracy.

When I step on the bathroom scales, I feel that I could do with a bit of debulking myself.

The *Ladies' Home Journal* won deserved plaudits with a page ad run everywhere, showing Hitler and the Statue of Liberty, each with right arm upstretched, and the *Journal's* pertinent phrase: "Never underestimate the power of a woman." Seven months previously, I donated an oil painting to the makers of Whitman's Chocolates, showing the Statue of Liberty and Whitman's own phrase: "A woman never forgets the man who remembers" and a tag-line display: "Buy Victory Bonds." Whitman's put it in

their retail store, but not in the magazines. Ho, hum!

I always read the obits in the advertising trade press. Agency men die at 42, 49, and 52 on the average. When you read that So-and-so died at the age of 78, further reading usually discloses that he was the publisher of the *Weekly Bladder*, Fisher's Switch, Kansas. It just goes to show.

"A Four-A Agency wants a Copy-Chief," reads a headline. Don't crowd, Men. I found out years ago that a copy-chief is one who writes chiefly all the copy.

Magnificent Metaphors Dept.: "In their anger, they would throw the baby out with the bath-water."—From "Business Faces a Changing World," by Eric Johnston, president of the U. S. Chamber of Commerce, in the *American Mercury*.

"On a Sunday morning twelve months ago, America got out of bed and yawned and breakfasted, went to church and read the funnies . . ."—Caterpillar Tractor Co. An odd place to read the funnies.

Maybe it's only us economic royalists who have oil-burners anyhow. The hell with us.

I hasten to say I was just kidding on the oil-burner thing. If it means seamen's lives to bring oil in, we'll sleep in sleeping-bags. Personally, I tried to get a gas-burner. WPB froze them just four days before I could get one. I had the house caulked and storm-windows put in. I bought the last electric heaters our hardware store had. I keep the fireplace roaring to save oil. I ordered two more cords of wood which the supplier didn't know when he could deliver. All of which reminds me of a trenchant truism I saw in the *Reader's Digest*: "Don't tell people your troubles. One half don't want to hear about them and the other half will be damned glad of them."

National Standard Parts Association puts it well: "Free men *buy* bonds; slaves *wear* them."

"Men At Princeton Flock To Colors"—Headline in the N. Y. *Times*. My young nephew was among them. Underweight since birth (not a family trait, by the way), he stuffed himself with oatmeal, a big hamburger, eight bananas, and several glasses of water. Passed, too, although he said it was a job to keep it down.

T. HARRY THOMPSON

SALES MANAGEMENT

FIRST OF A SERIES

DEDICATED TO THOSE WHOSE CONVICTION IS
INDIVIDUAL ENTERPRISE AND WHO ADVERTISE
NOW TO INSURE ITS CONTINUANCE

MANY confuse advertising and selling. Advertising is the extension of personal selling to the thousands, millions—or, as John E. Kennedy said, “Advertising is salesmanship in print.” Selling equally defines a political oration, advancement of an economic theory, description of research results in industry, or the taste and vitamin content of a whole wheat breakfast food.

•

Advertising—wisely planned, placed, and adequately continued—cheaply and efficiently enlarges the use of a product or provides the basis for an enlightened, intelligent public opinion.

SCRIPPS-HOWARD NEWSPAPERS

NEW YORK . . . World-Telegram	COLUMBUS Citizen	DENVER Rocky Mt. News	EVANSVILLE Press
CLEVELAND Press	CINCINNATI Post	BIRMINGHAM Post	HOUSTON Press
PITTSBURGH Press	KENTUCKY Post	MEMPHIS Commercial Appeal	FORT WORTH Press
SAN FRANCISCO News	Covington edition, Cincinnati Post	MEMPHIS Press-Scimitar	ALBUQUERQUE Tribune
INDIANAPOLIS Times	KNOXVILLE News-Sentinel	WASHINGTON News	EL PASO Herald-Post



NATIONAL ADVERTISING DEPARTMENT • 230 PARK AVENUE • NEW YORK

CHICAGO SAN FRANCISCO DETROIT MEMPHIS PHILADELPHIA

On the Wartime Sales Front

Industry Unity

By far the most outstanding recent example of industry cooperation is the setting up of the Food Industry War Committee. The group, which is said to be the most representative body of food people ever organized, will deal not only with the Food Administration under Claude Wickard, but with other government agencies, such as the Office of Price Administration, the Director of Economic Stabilization, and the War Manpower Commission. It also will represent the entire food industry before congressional committees.

Indicative of the scope of the committee's activities, is the seven-point program which it has adopted. The program includes: cooperation with appropriate government agencies; declaration that the food industry is essential to the war effort; cooperation with growers on production and marketing; food supply and rationing programs; manpower requirements; inflationary controls; restrictions and limitations on processing, manufacturing and distribution, including concentration of production in a limited number of plants and concentration of distributive outlets.

But industry cooperation is not limited to the food industry. Shoe manufacturers and retailers at a meeting called by the National Shoe Retailers Association drew up a list of suggestions for voluntary restrictions on colors, materials and styling which they presented to key officials of the War Production Board. Both manufacturing and retail representatives of the industry, present at the meeting, stated that they felt that they could make many constructive suggestions which would help to eliminate the necessity for rationing shoes. It is understood that the suggestions included the elimination of blue and one shade of brown from the list of colors, limitation of heel heights, and elimination of most fancy embossed leathers.

C'est la guerre. Lullaby Furniture Corp., maker of cribs and infants' furniture, admits that it is 60 days behind on deliveries . . . due to the 30% increase in the national birth rate!

Home of Tomorrow

Luminous paints that may supplement, if not supplant, electric lights in the post-war home and infra-red camouflage finishes capable of increasing the efficiency of heating systems were among the post-war possibilities described by Matt Denning, of E. I. du Pont de Nemours & Co., Inc., before a meeting of the American Institute of Decorators. Envisioning the home of tomorrow as one that will thrust modern dwellings back into relative medievalism, Mr. Denning pointed to improved synthetic fabrics, chemical and light alloy structural materials, new paints and dozens of revolutionary scientific developments. He went on to tell how it will be possible with fluorescent lighting to produce different color schemes in rooms by flicking a switch.

Walls will be decorated with paint designs which are invisible under ordinary lights, but glow under near infra-red illumination. On laboratory shelves today are luminous paints that can absorb enough sunlight during the daytime to radiate at night from walls and ceilings with sufficient strength to make objects visible in the average room. Mr. Denning also spoke of the probability of an automatic lighting system which will turn on and off by an "electric eye" sensitive to the need for more or less light. The immense production facilities for wartime use of plastics, plywoods and the light, strong metal alloys in airplanes will find their place in home construction. According to Mr. Denning, someone is already planning

exceedingly light dividing walls which can be easily and quickly moved so that a room can be made larger or smaller, or its shape changed from oblong to square as the occasion may require.

Melvin H. Baker, president of the National Gypsum Co., predicts a "package house," assembled in sections on the job, which contains the best in modern materials and equipment, as the "house of the future" for American industrial workers and farmers. "Plans for the 'package' house, which could be built comfortably by a family with a \$2,500 annual income, can be developed now by pooling the combined efforts of engineers in the building trades. One of the great opportunities for jobs after the war will be the re-housing of industrial workers and the farmers of America," Mr. Baker continued. "This job will require from 10 to 15 years, and it is sufficient to keep every wheel in the building industries turning the next ten years."

Sign of the Times: Lilly Daché, famous creator of Parisian chapeaux, is now designing "safety hats" of Lumarith for women war workers, which are being manufactured by M. B. Price Associates.

Sales Promotion Tuned to Today

Aids and solutions to wartime problems keynote much of the best advertising and sales promotion which is appearing today. Clothing manufacturers, producers of household goods, food companies—all are jumping on the "Let's Help the Consumer and Help the Nation Win the War" band wagon. . . . General Baking Co. has released a series of advertisements and display pieces for Bond Bread, entitled "Nine Ways to Beat the Meat Shortage." . . . California Fruit Growers Exchange points out in a series of promotion pieces the importance of healthful lunch boxes, and suggests the use of citrus fruits as lunch-box items. . . . Pepperell Manufacturing Co. stresses the importance of conserving sheets, and offers a two-color counter card entitled, "How To Make Your Bed and Sleep In It." . . . McCallum Button Co. is distributing a free brochure on "Remake Your Clothes and Like Them." . . . Knox Gelatine Co., Inc., announces a new series of free wartime "rationing recipes."

Out in Utah, Junior is being told to "count his plastics" as the State adopts new sales tokens made of molded Tenite, a product of Tennessee Eastman Corp.

Take Note: Please

Soap manufacturers scoff at the idea of a soap shortage this year, but just to be sure, they have put dealers on a quota basis, ranging from 85% to 90% of last year's purchases. Sales efforts have been curtailed somewhat, and salesmen are kept busy directing distribution to retailers, allotting goods, and watching customers' inventories.

* * *

Victory sausage, an ersatz product to stretch meat supplies, may soon supplant some of the varieties of cold cuts now being served on the American table. According to Charles M. Elkinton, Office of Price Administration, "The Federal Government will have to make and enforce arbitrary sausage formulas, possibly providing for the inclusion of soybean meal or other substitutes, such as cracker meal, and potatoes."

* * *

There will be plenty of spice left in life. Imitation cinnamon is now a big seller in the spice trade, and paprika, never before grown in America, is successfully raised on a thousand acre experimental farm in South Carolina.

Retailers See Rationing Tangles, Acute Goods Shortage, for 1943

SHORTAGES of durable and soft goods, manpower problems, the elimination of frills and services, and post-war planning keynoted the Wartime Conference of the National Retail Dry Goods Association held in New York City, January 11 to January 15.

The economic picture of the nation as it affects retailing was described by Edward T. Dickinson, Jr., executive director, Planning Committee, War Production Board:

"The year 1943 in retailing will not be so good as you would like it to be, nor will it be as bad as you probably are afraid it is going to be. . . . Let us examine briefly the economic picture in 1943. For the first time we shall be approaching a total war economy . . . and the civilian economy will rapidly be approaching minimum essential levels. . . . As a result total civilian consumption outlays will be reduced by 20% from current levels by the last quarter of 1943. Consumer expenditures for items such as drugs and toilet articles, clothing, and dry goods, gradually will decline to a level in the second half of 1943 equivalent to that of the second half of 1940 or 1939, which is not too bad. . . . On the other hand, consumer durable goods, which already have been hard hit, will face further curtailment as the available supply dries up. Consumer outlays for radios, pianos, and other musical instruments face a decline of at least 50% from present levels as do clocks and jewelry. Expenditures for household furniture and glassware and other household utensils probably will decline about 25%.

" . . . While we are all agreed that the rationing of clothing and dry goods, household supplies, etc., should be avoided as long as practicable, three economic factors will create increased pressure for rationing before the end of 1943:

1. It has been estimated that consumers will be in the position of trying to spend 15% to 20% more than the value of goods and services that will be available for purchase unless further control measures are instituted;

2. Simplified price controls which we can expect in 1943 will operate more effectively if they are integrated with a more complete rationing system;

3. In addition, many of our mercantile inventories consist of merchandise of essential types, some of which

probably should be stockpiled and conserved against future needs rather than hastened into consumption by unwarranted advertising and sales campaigns.

The Merchandise Picture

E. H. Scull, president, E. H. Scull Co., New York City, and formerly chief of the Clothing Section and special assistant to the deputy of Textiles, Clothing, and Leather Division, War Production Board, spoke on "The Availability of Consumer Merchandise During 1943":

" . . . The complexities of the situation regarding what merchandise will be available are so variable and the likelihood of conditions changing overnight are such that any attempt to give you an opinion, line by line, on the items you carry would be subject to such qualifications as to make the remarks valueless. The probable situation on basic soft line raw materials, as I see it, may be stated briefly as follows.

" . . . The wool situation was really serious at this time last year. However, during the year, much larger shipments than anticipated were received from Australia. This, together with the savings created by the restrictions of limitation orders, has resulted in a much easier position than last year at this time. Wool is still coming from Australia and there are substantial stocks in both South America and Africa which can be obtained as soon as shipping space is available.

"The cotton situation is radically different. There are ample supplies of cotton for our needs grown in this country and the stocks on hand are high, but the equipment and manpower available restrict the output. 1942 saw a production of approximately 12 billion yards of cotton cloth which was a large increase over 1941. However, immense quantities were used by the Armed Forces, and many looms were transferred from civilian to other types of products. The net yardage available for civilian needs in 1942 was sufficient for many of you to build enormous stocks. Unquestionably 1943 will see a substantial reduction in the cotton yardage available for use.

"The rayon supply presents another problem. Previous to the war, the Army and Navy used an extremely small quantity, but now their requirements are large. There has been a big expansion of the rayon producing

industry but Mr. Jeffers wants a large part of the total capacity for tires. In addition, the production of certain types of rayon is restricted because of the use of critical chemicals. It looks now as though the rayon available for civilian use is sure to be cut very substantially compared with last year.

"You know as well as I do that perfumes, toilet waters, astringents, etc., will be limited in supply by the quantity of alcohol allotted to the industry. Also that creams, lotions, and greases will be in lessened supply due to inability to get sufficient fats.

"To sum up, if there is any type of merchandise which you sell, whose prospective supply is as large as last year, I do not know what it is.

Post-War Planning

The importance of post-war planning and, particularly, of the huge building program for America after the war, was stressed by Saul Cohn, president, City Stores Co., Inc., New York City, and chairman of the NRDGA Committee on Post-War Planning:

"It appears that at the end of the war, about half of the homes in this country will be fifty years old, or more. If we replaced these outmoded homes, it would be necessary to build 500,000 new homes a year. If we take into consideration the trend of our population, it can be deduced (from some studies published recently) that from 1940-50 the homebuilding and home-renting class, from 25 to 44 years of age, will increase 11.7% and reach a peak of approximately 44,500,000 people in the year 1950. It will easily be seen that this is the greatest natural market for new homes in all our history.

" . . . I also call your attention to the value of regional planning associations. They are made up of businessmen who look at the picture of the area with a view to improving the general conditions. Some of the long-term trends under consideration are as follows:

If your city is a port, how will it be affected by the new trends in trade, transportation, and immigration in the post-war period? How far does it need the establishment of airports and other transportation terminals?

In the coming reconversion of war industry to civilian production and the relocation of war plants for necessary maintenance of a large peacetime military establishment, how will you be affected by the removal of these plants to safer and more strategic locations?; and, generally, what are the elements which might cause a decline of manufacturing in your area?"



It might be Broadway, Michigan Boulevard, or Canal Street, except for the language. Factually, it's a three-way display for Mejoral, Phillips milk of magnesia, and Ross pills, in Argentina.

An ABC Approach to a Study of Markets in Latin-America

You may be chagrined when you discover how abysmal is your ignorance of the countries which, in all likelihood, will comprise our biggest and most profitable export markets of the future.

BY J. DAVID CATHCART

*Sterling Products International, Inc.
Newark, N. J.*

(This is the second of a group of articles by Mr. Cathcart on selling in Latin-America. The first, "Latin-America: Land of Present—And Future—Sales Opportunity," appeared in the January 1 issue. The third article will appear in an early issue.—THE EDITORS.)

THESE Britishers whom one reads about—the ones who think that Chicago is inhabited by gunmen shooting at Indians—aren't entirely fictional characters. My uncle Charlie, a delightful old Scotchman, really, paid our home a visit a few years back and, by gosh, he's somehow acquired ideas quite like that. He asked, to illustrate, "Whurr duzz young Charrulls live thuh noo?" And when we answered, "Chicago," he quivered, then muttered, scared-to-death-like, "Duh yuh ken uf ut's safe fur me to gu oot thurrrrr?"

Later, after we'd assured him that his own Glasgow was even wilder, his eyes brightened. Then, with a hail-fellow swing, he beamed, "Wull, noo, haw-hy! Puck yursulf uh bahg, bairn, tuck furr dees uff and wull uff and uhwhy. Wull hae a nicht wi Bert en Booflo, a nicht wi Charrulls en Chee-cago, a nicht wi Will in Cullufurnyuh—thun wull hup thuh trenn and humm tuh Fulluhdullfyah wull coom

"But Uncle Charlie—"

"Nae boots, ahm tullun yuh tuh coom—"

It took two hours and a map to persuade the unbelieving old gentleman that the dimensions of the United States weren't like those of his own

tight little isle.

I used to think that that was a prize story—that there couldn't be but one guy in the world that poorly informed. And it used to make the story even better to think that this fellow wasn't really dumb, for, after all, he'd created and headed up an impressive business. But now, as I think back on it, some years later, Uncle Charlie wasn't below average at all. At least, he'd heard of Chicago. He knew the State of California. And during his conversations, he'd refer, correctly, to dozens of our U. S. states.

Contrast this with an average, intelligent U. S. business executive—you, for instance. Can you name a dozen states of South America? Not a dozen of one country, but a dozen in the entire collection! Can you take one country, any one, take your pick

Do You Know What's Inside Latin-America?

1. There are seven countries between Mexico and the Canal—name four of them, any four—and don't start making up names!
2. Rosario—what is it?—an island, a city, a state, or a condition that creeps up on one late of a Saturday evening?
3. Which is larger: Colombia or California?—and which is nearer to New York?
4. Bound the Dominican Republic (this is the \$64 question).
5. Brazil has 60 markets of over 50,000 population—name 30 of them! O. K., then name 20, 10 maybe? 5? 2? Oh, come now, what would you think of a Brazilian business man who'd never heard of San Francisco?

Answers:

1. Panama, Costa Rica, El Salvador, Honduras, British Honduras, Guatemala, Nicaragua.
2. Second city of Argentina—population 509,000.
3. Colombia and Colombia—and wake up!
4. Haiti and a bunch of water.
5. Rio, Sao Paulo, Recife, Sao Salvador, Belem, etc., etc., right on down to Uniao, and you claim to know your markets!



Those are amazing facts when you remember that Post readers *always* have spent hours with the magazine—not just minutes.

What does this mean to advertisers? Probably the biggest bonus in public attention ever created by a publication. Advertisements in the new Post have a greater opportunity than ever before to impress Post readers, America's best customers.

NOTE: Details of this editorial survey will be supplied gladly by any Post representative.



YOU CAN'T AFFORD TO MISS THE NEW POST!...

FEBRUARY 1, 1943

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of the twenty, and name just three of the cities in it? Or take your pad and try to list two things: first, the twenty countries (that speak Portuguese or Spanish); then name one city in each country. Could you mention, to illustrate, one city in Paraguay, one in Ecuador, one in Honduras—could you?

And if not, why not!

Do you picture a rural fiesta-bound Mexican with his tall sombrero, his black *bigote* (mustache), *faja* (sash), his *zarape*, *chaqueta* and leather *pantalones*, as typifying all men from the Rio Grande to Tierra del Fuego? If

not, then, do you think that there is such a thing as a typical man? And if so, does he dress a heck of a lot differently than you do? Better or worse?

We've tried many times to create some sort of a character that would look like a Peruvian to a Peruvian, like a Chilean to a Chilean, like a Puerto Rican to a Puerto Rican—maybe we're dumb but we just can't do it! The nearest composite guy, each time, comes out to look like a native of Nashville or of Salt Lake City—just a normal nice chap!

The tailors of Mexico City produce

tailor-made suits, beautifully cut, out of English cloth, at prices that'd tickle you pink. So why, therefore, shouldn't there be many well-dressed men there? The answer is that there are! There are many tailors—and they're plenty busy.

You'll agree, I think, that 500,000 people are a lot of people—that a city with a half million mouths to feed, is, indeed, a market to merit your attention. Well, there are eight such markets in Latin-America! Look at these figures, you may be startled:

Buenos Aires, Argentina	2,300,000
Rio, Brazil	1,700,000
Mexico City, Mexico	1,500,000
Sao Paulo, Brazil	1,200,000
Santiago, Chile	800,000
Havana, Cuba	700,000
Montevideo, Uruguay	700,000
Rosario, Argentina	500,000

Let's grant that some of the 700,000 citizens of Montevideo and that some of the 500,000 of Rosario aren't grade "A" from your usual buying power and living habits standpoints (though Atlanta's 300,000 don't bat 100% either), at least, among the 500,000 aren't there bound to be a few folks who'd be prospects for your product?

Markets Worth Studying

If Wheeling pays its way on your list (population 61,000), then isn't Arequipa, Peru (population 70,000) at least worth a good look from you? If Muncie (50,000) merits your employing a salesman, should you ignore completely Quito, Ecuador, with its 118,000?

In fact, how about studying this tabulation of markets-by-sizes, U. S. vs. Latin-America. We can't guarantee its absolute accuracy; we have to work with such odds and ends of figures, there's not as yet any all-inclusive nice clean listing. But if it isn't 100% correct, it's not far from it, so nearly as we can determine:

	Number of U. S. Cities	Number of L. A. Cities
Over 1,000,000 pop.	5	4
500-1,000,000 pop.	9	4
250- 500,000 pop.	23	12
100- 250,000 pop.	60	33
50- 100,000 pop.	100	87
25- 50,000 pop.	200	175
10- 25,000 pop.	500	450
	897	765

And the total populations, as you probably know, are almost identical:

U. S.	131,000,000
L. A.	125,000,000

So that's the picture! *¿Esta bien verdad?*

SALES MANAGEMENT

Your customer yesterday
SUBSTITUTE BUYER TODAY
Whose customer tomorrow?



Is she walking out on YOUR brand?



★ Ohio's DOUBLE-VALUE market ... industry and agriculture ... is covered by the Blade. Coverage includes not only metropolitan Toledo but also the other market centers in its ABC territory.

Your brand may be her favorite but through necessity she may be using substitutes today.

If this is the situation will "out of sight" mean "out of mind"?

Will your brand be forgotten?

Not necessarily so! For the constant power of newspaper advertising which originally attracted her attention and won her preference is still available to you every day ... a power to be used to hold her preference for your brand against all competition.

TOLEDO BLADE

One of America's Great Newspapers

REPRESENTED BY PAUL BLOCK AND ASSOCIATES

THIS WAY?

METROPOLITAN PAPERS ALONE

which merely parallel population and disregard DIFFERENCES in types of people, buying habits, family sizes, etc.

how do you look at

NEW YORK CITY?

OR THIS WAY?

USING SOME
METROPOLITAN PAPERS

+

INTENSIFIED SPENDING
IN PREFERRED AREAS

**BALANCED
SPENDING**

Intensify your selling in the
borough of QUEENS, New York City's

preferred family area

*Queens leads the rest of the city in per capita food purchases
*Queens " " " " " " " " beer purchases
*Queens " " " " " " " " drug purchases
*Queens " " " " " " " " self-service food market sales
*Queens " " " " " " " " combined in one-family homes

QUEENS GREAT HOME PAPERS... **152,768**
A.B.C. Circulation

Long Island Daily Press

"Covering the southern half of Queens"

Long Island Star Journal

"Covering the northern half of Queens"

*(excluding Manhattan for obvious reasons)

Intensify your selling in another preferred part of New York City. The Staten Island Advance A.B.C. Cir., 21,306 exceeds 4 N. Y. evening papers combined in Staten Island.

How Permanent Will Wartime Shifts in Population Be?

The Census Bureau analyzes America's metropolitan counties to frame a tentative answer to the question, "Which markets are most likely to retain population gained as a result of the war?" Here are the results of that appraisal.

BY PHILIP M. HAUSER,

Assistant Director, Bureau of the Census, U. S. Department of Commerce

ONE of the outstanding characteristics of wartime population shifts in the United States has been the extent to which population increase has been concentrated in a relatively few metropolitan counties or groups of counties.

Eighty-eight of 137 metropolitan counties, or groups of counties, for which estimates are available showed a gain in civilian population between April 1, 1940, and May 1, 1942, while 43 showed a decline and 6 showed no appreciable change. The metropolitan counties which gained population increased by 2.6 million persons or by 6.8% of their 1940 civilian population. Although the annual postcensal rate of increase of 1.3% for all the metropolitan counties was appreciably greater than the 0.8% annual rate of increase for the same areas between 1930 and 1940, it was considerably lower than the average annual rate of 2.7% between 1920 and 1930. It is of some special interest to observe that the rapid rate of increase, experienced by metropolitan centers as a result of the war, has not, on the average, come up to the increase of the '20's.

South Has Greatest Increase

Let us analyze the population changes in the metropolitan counties in the Northeastern, the North Central, Southern, and Western Regions of the United States. The metropolitan counties in the South showed the greatest annual rate of increase in population between 1940 and 1942, 3.9%, as compared with an annual rate of increase of 2.7% in the West, 2.0% in the North Central Region, and an annual rate of decrease of 0.6% in the Northeast. The metropolitan counties in the South, in fact, were the only ones in which the yearly rate of increase since the last census was greater than the yearly rate of increase both

between 1930 and 1940 and between 1920 and 1930 (3.9% as compared with 1.7% and 2.9%). Moreover, in the South the small metropolitan counties (those having central city populations of less than 100,000, or a total population of less than 150,000) had a higher annual rate of increase than did the large metropolitan counties, 4.1% as compared with 3.9%. In each of the other three regions, the large metropolitan counties grew more rapidly than did the small.

Great differentials in the rates of growth of individual metropolitan centers are evident in an examination of the preliminary estimates of civilian population in selected metropolitan counties, as of May 1, 1942, released by the Census Bureau on December 1, 1942 (Series P-3, No. 31).

137 Areas Are Analyzed

Very large gains in civilian population have taken place in the metropolitan counties of the following cities: Detroit, a gain of 336,000; Washington, D. C., 231,000; Chicago, 149,000; Los Angeles, 131,000; Norfolk, Portsmouth and Newport News, 107,000; St. Louis, 97,000; San Diego, 97,000; and San Francisco and Oakland, 95,000. The largest percentage gains were recorded in the areas centering in San Diego, Norfolk, Portsmouth, and Newport News, Mobile, Corpus Christi, and Washington, D. C.—all of which had a civilian population gain of more than 25%. The largest loss, 365,000, occurred in the New York-Northeastern New Jersey metropolitan counties.

Permanence or transiency of growth. Of especial interest to marketing executives is the answer to the question: "Are these wartime population shifts temporary or permanent?" No one can answer this question with certainty, but one relatively simple criterion that can be applied in an effort to answer it is that of previously observed

growth. To obtain at least a crude analysis of the relative permanence of the wartime population growth of metropolitan centers as measured by previous population increases, the average annual rates of growth of the 137 metropolitan areas studied have been arranged by quartiles for the periods 1920 to 1930, 1930 to 1940, and 1940 to 1942. The areas in the fourth quartile are those with the highest rates of growth; areas in the first quartile are those with the lowest rates of growth.

A comparison was then made of the quartile rankings of the three periods of growth under observation, and the following four classes of metropolitan counties were distinguished:

Four Classifications

First, those which grew relatively rapidly since the onset of the war and which in the light of previously observed rapid growth may be expected to retain their population increments.

Second, those which grew rapidly during the war, but whose population increase in the light of previously observed small increases may be regarded as relatively temporary unless their wartime activities are converted to normal peacetime functions after the war.

Third, those which lost population or grew very little as a result of the war, but which in the light of good past performance may be expected to "come back" in the post-war period.

Fourth, those which decreased or gained very little during the war and which in the light of relatively poor past performance cannot be expected to grow rapidly in the near future.

Within these broad classifications of metropolitan counties, it was possible, on the basis of differentials in growth rankings, further to stratify areas with respect to the probability of the predictions made.

Class A Metropolitan Counties. The first of these classes of metropolitan counties, those whose wartime growth has been rapid and which may be expected to retain their population growth, were made up as follows:

Class A-1 areas: Those which grew most rapidly during the war with the best prospects of retaining their wartime growth. (These are the areas which fell in the fourth quartile, that of most rapid population increase, in each of the three periods under observation.)

Corpus Christi, Tex. Jacksonville, Fla.
Dallas, Tex. San Antonio, Tex.
Jackson, Miss. San Diego, Calif.

Class A-2 areas: Those which grew most rapidly with superior prospects

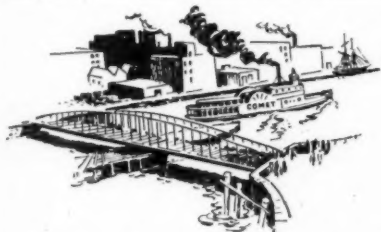


"Newcomers to Chicago"

WILLIAM D. KERFOOT, son of a doctor of Lancaster, Pa., came to Chicago as a young man, engaged in the real estate business, was burned out in '71. But before the ashes were cold, he set up a shack and resumed business, sold millions of dollars worth of plots to Easterners looking for bargains after the fire . . . left a fortune because of his faith in Chicago, a business still managed by his family.

DANIEL MINER LORD, son of a distinguished Boston family, came to Chicago in 1868 at the age of twenty-three, worked for a ship chandler for a while, got a job as a cashier on the West Side Railway. Later he joined a man named Thomas in the publishing business. To get advertising for their new publications became Lord's job . . . and Lord & Thomas, one of the country's great advertising agencies, continues today, under its recently changed name, as Foote, Cone & Belding.

HARRY HART, and his brother **MAX**, came to Chicago as children in 1858, sons of a German emigrant who started a butcher shop. The boys worked in the shop, helped in the support of the family of ten children. In 1872, while in their early twenties, they opened a men's clothing store on State Street. Out of town merchants began to buy their suits. So with a brother-in-law, Marcus Marx, they soon began to manufacture men's clothing. Later a cousin, Joseph Schaffner, joined them; and in 1887, Hart, Schaffner & Marx was born . . . Pioneers with the one-price policy, in styling men's clothes, improving the conditions of garment workers, employing national advertising, the firm became world reputed . . . is still managed by the descendants of the founders.



JOHN FARIS JELKE, born in Cincinnati in 1856, was successful in the produce business at an early age . . . came to Chicago in 1889 to reorganize a firm making margarine, pioneered the "poor man's butter," fought dairy lobbies and prohibitive state laws for years, often went to jail for his convictions . . . but left a great food business, still managed by his sons.

CHARLES TOBEY, born in 1831 at Dennis, Mass., had been a \$5 a week clerk in a furniture store in Boston before he came to Chicago at the age of twenty-four, decided the city needed a better furniture store and opened one. The Tobey store prospered, withstood the Fire of '71, started its founder on a second career as financier . . . is still operated under the management of members of the family.

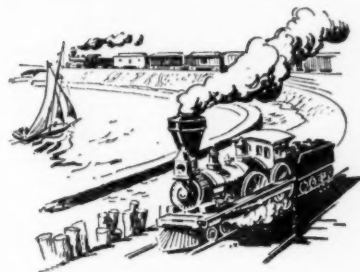
JAMES JEFFERSON GORE, Georgia born in 1840, tried Texas when he was nineteen, moved on to California, began hauling freight from San Francisco to Nevada. Indians attacked his wagon, damaged his equipment. To make repairs, he borrowed \$200 from a passenger, **GARDNER SPRING CHAPIN**, broker in mining stocks. A few years later, Gore found Chapin in Chicago struggling with a small grocery store, repaid the loan, became his partner. Their liquor department eventually became the whole business. Burned out in 1871, they rolled 80 barrels of whisky into the Lake, used the saved stock to start business again . . . became distributors and distillers, and Chapin & Gore is still going strong today.

IN CHICAGO, we respect tradition, but rarely rely on it; we'd rather make our own than have any passed on to us.

The city is big, but its citizens' minds are still open. Build a better mousetrap, write a better sonnet, sling a better brand of hash,



show up with superior sables or shoestrings—and the line really forms on the right. Newcomers with something to show have no trouble getting noticed.



Anybody with anything better gets a better break here. Because Chicago doesn't care where you last tended bar, just wants to know what you have on the ball.

Nothing ever had better breaks anywhere than The Chicago Sun. The people here wanted a different newspaper, a better newspaper, made The Sun sensationally successful. In its first year, no big city newspaper ever got more circulation, more support from local advertisers, more recognition from national advertisers . . . Just look at the records—and they are records!

So if you have something better to sell in Chicago, just remember that The Sun has wrapped up most of the people here who want something better—and you can get to them in the newspaper they put over in its first year.

Such people have given The Sun more influence than its circulation, or their number, warrant! And with such people behind it, The Sun can't help being a mighty potent medium—at a price that makes advertising profitable.

Ask any Branham man for details—soon!



THE CHICAGO SUN

THE BRANHAM COMPANY, National Advertising Representatives

Atlanta, Charlotte, Chicago, Dallas, Detroit, Kansas City, Los Angeles, Memphis, New York, St. Louis, San Francisco, Seattle

FEBRUARY 1, 1943

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of retaining their wartime growth. (These are the areas which fell in the fourth quartile in the last two periods of observation, although they experienced relatively slow growth between 1920 and 1930.) The classification of these cities as superior prospects to retain their wartime growth seems justified on the grounds, that centers which grew rapidly in the face of the severe handicaps of the depression years, as well as in the war period, are "safe bets."

Charleston, S. C.	Mobile, Ala.
Columbia, S. C.	Washington, D. C.
Columbus, Ga.	Galveston, Tex.

Above Average Areas

Class A-3 areas: Those which grew at above average rates consistently for each of the three periods under observation, and which are assumed, therefore, to have excellent prospects of retaining their wartime growth. (These are the centers which fell into the third, or combination of third and fourth, quartiles for each of the three periods considered.)

Atlanta, Ga.	Knoxville, Tenn.
Austin, Tex.	Little Rock, Ark.
Beaumont-Port Arthur, Tex.	Los Angeles, Calif.
Chattanooga, Tenn.	Nashville, Tenn.
Detroit, Mich.	New Orleans, La.
Fort Worth, Tex.	Sacramento, Calif.
Houston, Tex.	San Francisco, Calif.
	Shreveport, La.
	Kalamazoo, Mich.

Class A-4 areas: Those which grew at above average rates, or most rapidly, during the war period with good prospects of retaining their growth. These are areas with above average increase during the depression years, in spite of economic handicaps, even though they grew relatively slowly between 1920 and 1930. (These centers fell in the third or fourth quartiles in the last two periods under observation, and below those quartile rankings in the first period.)

Augusta, Ga.	Norfolk-Portsmouth-Baltimore, Md.
Davenport-Rock Island-Moline (Ia. & Ill.)	Newport News, Va.
Denver, Colo.	Portland, Me.
Evansville, Ind.	Richmond, Va.
Indianapolis, Ind.	Salt Lake City, Utah
Macon, Ga.	Savannah, Ga.
	Seattle, Wash.
	Tacoma, Wash.
	Wilmington, Del.

Class A-5 areas: Those which grew at above average rates in the war period with fair prospects of retaining their wartime growth. These are areas of moderate or rapid increase in at least one of the preceding two periods. (The centers in this list fell in the third quartile of growth in the war period, at least in the second quartile during the depression period, and the

second or third quartile between 1920 and 1930.)

Canton, O.	Hamilton-Middle-town, O.
*Chicago, Ill.	Portland, Ore.
Cincinnati, O.	Pueblo, Colo.
Columbus, O.	St. Louis, Mo.
Decatur, Ill.	Springfield, O.
Fort Wayne, Ind.	

Rapid Wartime Growth Areas

Class B Metropolitan Counties. The second class of metropolitan counties, which we may term Class B areas, were those which grew rapidly during the war, but whose growth may be transient unless their wartime activities are successfully converted to normal peacetime functions. These areas may be divided into two groups:

Class B-1 areas: Those with most rapid wartime growth, whose growth, although far above that of the depression years exceeded by little, if any, their 1920-1930 growth rankings. (These are centers which fell in the fourth quartile of wartime growth, in the first or second quartile of depression growth, and in the third or fourth quartile of growth between 1920 and 1930.) Metropolitan counties in this class, in the light of their relatively rapid growth between 1920 and 1930, perhaps may be easier to convert to normal peacetime functions than the Class B-2 centers below.

Birmingham, Ala.	Rockford, Ill.
Dayton, O.	Tulsa, Okla.
El Paso, Tex.	Wichita, Kan.
Hartford-New Britain, Conn.	

Class B-2 areas: Those with above average, or most rapid wartime growth, whose relative growth was far above that in either of the preceding two periods of observation. (These are centers in the third or fourth quartiles of wartime growth and in the first or second quartiles of growth between 1930 and 1940 and between 1920 and 1930.) The relatively low growth rankings of these areas during the 20 years preceding the war, indicates that it may be relatively difficult to convert their wartime functions to normal peacetime activities.

Bridgeport, Conn.	New Haven, Conn.
Johnstown, Pa.	Akron, O.
Louisville, Ky.	Waco, Tex.

Class C Metropolitan Counties. In the third class of metropolitan centers, Class C, are those which lost population during the war, or which barely held their own, but which in the light of past performance may be expected to "come back" in the post-war period. These metropolitan counties may be divided into three classes:

* Chicago fell into the first quartile between 1930 and 1940.

Class C-1 areas: Those which lost population during the war period with excellent prospects of "coming back" because of previously observed above average or most rapid rates of growth. (These are the centers which fell in the first or second quartiles of wartime growth, but in the third or fourth quartile of growth during the preceding two periods of observation.)

Amarillo, Tex.	Oklahoma City, Okla.
Asheville, N. C.	Peoria, Ill.
Binghamton, N. Y.	Stockton, Calif.
Charleston, W. Va.	Winston-Salem, N. C.
Charlotte, N. C.	Miami, Fla.
	Lansing, Mich.

Class C-2 areas: Those which gained very little or barely held their own with excellent prospects of "coming back" because of previously observed above average, or most rapid rates of growth. (These are the centers which fell in the second quartile of wartime growth, but in the third or fourth quartiles of pre-war growth.)

Durham, N. C.	San Jose, Calif.
Madison, Wis.	Tampa-St. Petersburg, Fla.
Memphis, Tenn.	
Phoenix, Ariz.	Waterloo, Ia.

Class C-3 areas: Those which lost population, or gained very little during the war period, which have fair prospects of "coming back" because of an above average or most rapid rate of growth during at least one of the two preceding periods. (These are the centers which fell in the first or second quartiles of wartime growth, but in the third or fourth quartiles of growth between 1930 to 1940 or 1920 to 1930.)

Cedar Rapids, Ia.	New York-Northeast-ern N. J.
Des Moines, Ia.	Roanoke, Va.
Flint, Mich.	Spokane, Wash.
Fresno, Calif.	Springfield, Mo.
Huntington, (W. Va.)-Ashland, (Ky.)	Topeka, Kan.
	Youngstown, O.
	Minneapolis-St. Paul, Minn.

Areas With Dubious Futures

Class D Metropolitan Counties. Finally, in the fourth class of metropolitan centers, Class D areas, are those which decreased during the war, or gained very little, and which in the light of past performance seem to be relatively stable—that is, cannot be expected to grow rapidly in the immediate future. These metropolitan counties can be divided into three classes (the first of which may well belie the class into which they have been put):

Class D-1 areas: Those which lost population, or grew very little during both the war and the depression, but which grew at an above average rate or most rapidly between 1920 and

1940, 1941
and again in 1942

**MADemoiselle CARRIED
MORE PAGES OF ADVERTISING
THAN ANY WOMAN'S MAGAZINE
—CLASS OR MASS**

If you were one of the advertisers who helped us set up this three-year record—our warmest thanks. If you were not—then why not?

We're the young 'uns, you know, but a pretty special breed ...the responsible young people who go to college, or hold down good jobs, or run a small-but-growing household. In a word, your customers for today—your hope for tomorrow.

Sell youth—it is the future. Sell the vital, responsible, alive young people through MADemoiselle, the happy medium of youth.

Mademoiselle

THE MAGAZINE FOR SMART YOUNG WOMEN
Editorial office: 1 East 57 Street, New York

If you're interested in present or future markets, please get in touch with:

Advertising offices: New York: 79 Seventh Avenue • Chicago: 230 North Michigan Avenue • Los Angeles: Garfield Building • Atlanta: 19-11th St., N. E. • New England: 283 Woburn Street, Reading, Mass.

1930. These areas are difficult to evaluate and may well belie their allocation to this class. (These are the centers which fell in the first or second quartiles during the war and the depression years, but in the third or fourth quartiles between 1920 and 1930.)

Atlantic City, N. J. Kansas City (Mo.)-
Cleveland, O. Kansas City (Kan.)
Grand Rapids, Mich. South Bend, Ind.

Class D-2 areas: Those which grew very little, or not at all during the war, and which in the light of past performance have little prospect of rapid postwar growth. (These are the centers which fell in the second quartile of wartime growth and the first or second quartiles of growth in the preceding two periods of observation.)

Allentown-Bethlehem-Easton, Pa.
Buffalo-Niagara, N. Y.
Erie, Pa.
Harrisburg, Pa.
Omaha (Neb.)-Council Bluffs, Ia.
Philadelphia, Pa.
Providence, R. I.
Springfield-Holyoke, Mass.
Terre Haute, Ind.
Trenton, N. J.
York, Pa.

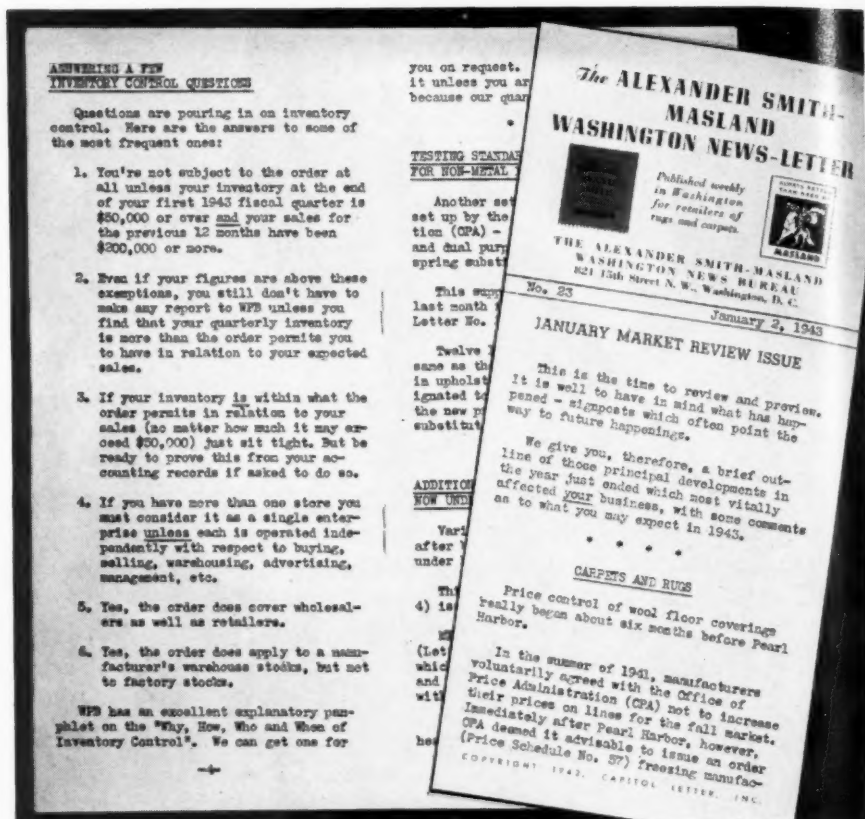
Class D-3 areas: Those which lost population during the war and which in the light of past performance have little prospect of recouping their losses. Many of the centers, in fact, also lost population during the depression. (These are the areas which fell in the first or second quartile of wartime growth and in the first or second quartiles of growth in the preceding periods.)

Albany-Schenectady-Troy, N. Y.
Altoona, Pa.
Boston, Mass.
Duluth (Minn.)-Superior (Wis.)
Fall River-New Bedford, Mass.
Lancaster, Pa.
Lincoln, Neb.
Manchester, N. H.
Pittsburgh, Pa.
Racine-Kenosha, Wis.
Reading, Pa.
Rochester, N. Y.
Saginaw-Bay City, Mich.
St. Joseph, Mo.
Scranton-Wilkes-Barre, Pa.
Sioux City, Ia.
Springfield, Ill.
Syracuse, N. Y.
*Toledo, O.
Utica-Rome, N. Y.
Wheeling, W. Va.
Worcester, Mass.

*Toledo fell in the third quartile of growth between 1920 and 1930, but lost population both during the depression and the war.

(Editor's Note: These are excerpts from a talk on population shifts and income changes made by Dr. Hauser before the Wartime Marketing Conference of the American Management Association at the Hotel Drake, Chicago, January 15th.)

B. F. Few, for several years a vice-president and director of Liggett & Myers Tobacco Co., New York City, has been made director of advertising. Mr. Few succeeds W. D. Carmichael, vice-president and director, who retired January 1, in accordance with the company's Employee Retirement Plan.



Informative pages from the Alexander Smith-Masland Washington News Letter.

Washington News-Letter Helps Rug Dealers Solve War Problems

Alexander Smith & Sons, seeking a way to replace salesmen's calls, inaugurated a once-a-week report from the nation's capital to give retailers news they were not getting from other sources.

Alexander Smith-Masland Washington News Bureau,
Washington, D. C.
Gentlemen:

We operate three stores. Their combined inventories are more than \$50,000, but individually are less than \$50,000. Will you please advise whether we are bound under the new inventory control order, L-219.

Yours very truly,
Furniture Co.

When the editors of the Alexander Smith-Masland* Washington News-Letter open their mail in the morning they are likely to find a letter similar to the above—and a dozen more, asking about price regulations, rationing, WPB limitation orders, the program for retail economies, or any one of 50 subjects of concern to department stores or furniture stores where Alexander Smith or Masland rugs and carpets are sold.

Every Monday (Tuesday, west of

* Alexander Smith & Sons are selling agents for C. H. Masland & Sons, Carlisle, Pa.

the Rockies and in Texas) each of these dealers receives the Alexander Smith-Masland Washington News-Letter, addressed to the carpet buyer. This is an eight-page folder, wire stitched, in convenient pocket-size, written in Washington Friday afternoon, printed Friday night, and mailed first class Saturday.

In this News-Letter the department head—or owner of the store—is informed of what has happened in Washington during the previous week—all of which may affect his business. This isn't just a reprinting of orders and directives, or a re-hash of official agency releases. The News-Letter takes these complicated subjects and translates them into dealer-English. It explains them, tells just what they mean, what the dealer can expect, and what, if anything, he has to do.

First in order in the News-Letter comes the carpet news: new limitation orders, new fabrics approved and priced by OPA, current sales and in-

ventories by Federal Reserve districts, new price regulations, etc. Following this is additional news relating to other home furnishings, such as furniture, appliances, bedding, etc., followed again by general regulations on prices, rationing, retail operations, or anything which might affect the operations of any home furnishings department.

Do the dealers like this service? Do they get any real value from it? Has it any lasting effect on their regard for Alexander Smith and Masland?

Here is one letter received recently which can be taken as a composite of more than 3,000 which manufacturers have had in less than six months:

"We have been receiving your review on affairs in Washington for some time. You probably receive many letters about this, and we would like to add ours with an expression of appreciation. The fact is we read this review over more carefully than most everything else we get on government news. The understandable language you put in this and the short, concise reports tell volumes, and we want you to know that as one dealer we think it is the finest thing we have seen."

Small Towns Like It, Too

Here's another, from a very small town:

"I want to express my appreciation of your Washington News-Letter. As a small city merchant I find it very useful indeed. . . . After reading your news-letter I feel that I have obtained about all the information available anywhere on the subject handled. You might be interested to know that at the fall opening meeting of the Retail Furniture Association of Utah last evening in Salt Lake your bulletins were quoted at length. In fact, your news-letters constituted the "program" for the entire evening's discussions."

This is all the brain-child of T. H. Anderson, Jr., president of the New York City advertising agency of Anderson, Davis & Platte, who have handled the Alexander Smith and Masland accounts since 1929.

The basic problem, according to Mr. Anderson, was to find a way of replacing regular salesmen's calls. He foresaw that, with conversion, sales forces would be cut and traveling severely curtailed. What happens, he wondered, when manufacturers, who have called on dealers once a week or twice a month, suddenly stop calling? How can our clients continue to "call on" dealers without the cost of a full-time traveling sales force.

The answer he evolved was to be there every week with valuable information which the dealer needed and which he was not getting from any other source.

An editorial staff was carefully organized in Washington and incorporated as Capitol Letter, Inc. As head of the editorial staff, Mr. Anderson

chose George E. Doying, a Washington newspaper man of wide experience. Mr. Doying's experience had included the editing, for several years, of a specialized Washington news service in the utility field. Supporting the general editorial staff, are specialists in each of the industries or fields to be covered.

No two news-letters for two different manufacturers will be alike. One is pending, for example, in the automobile field. The masthead of that letter will be entirely different from the Alexander Smith-Masland letter, and all of the text will be written to give

automobile dealers information of particular bearing on their problems.

The executives of Alexander Smith and Masland are elated over this solution of a very difficult problem. They know that it takes an average of more than five years in their field to develop a good dealer account and that nothing is more valuable than to maintain the best of trade relations with their customers.

If one of the major functions of salesmanship is to give information, Alexander Smith and Masland are engaged in a selling effort that should pay immediate dividends.

WORCESTER, Massachusetts

City Zone Population 235,125



Worcester's Industrial Payrolls Up 280% Since 1938

War work has brought additional prosperity to this great industrial center where hundreds of factories were ready for immediate adaptation to the needs of war. Comparing the first 10 months of wartime 1942 to the same period in peacetime 1938 —

Industrial Employment Gained	90%
Production Hours Index Gained	153%
Industrial Payrolls Gained	280%

Figures: Worcester Chamber of Commerce

Worcester has become a MUST market on every advertising schedule. Population: City and Retail Trading Zone 440,770. This rich market is covered by The Telegram-Gazette ALONE. Circulation: daily over 141,000. Sunday over 79,000.

The TELEGRAM-GAZETTE
WORCESTER, MASSACHUSETTS
GEORGE F. BOOTH, Publisher
 PAUL BLOCK and ASSOCIATES, NATIONAL REPRESENTATIVES
 OWNERS of RADIO STATION WTAG



Vaudeville, 1943 style, for Uncle Sam's lads . . . courtesy of Shell Oil.

Shell Oil Sponsors Roadshow for Servicemen in Western Camps

A full hour's variety show, with mobile stage and properties, is touring military centers on the Coast, with special emphasis on smaller camps where entertainment is scarce. It's purely a patriotic and goodwill gesture to help keep the brand name alive.

HALF a million youngsters who wait each Christmas season for Joey the Clown, Santa Claus and the Shell Christmas sound truck* made a great sacrifice this year: They gave him up so that their big brothers in the Army, the Navy, the Marine and the Air Force camps might have entertainment.

For the Shell Show—a veteran among industrial traveling road shows—has joined the armed forces and will bring fun, lightheartedness and home memories to the boys in large and small (mostly small) military encampments in nine western states that comprise the Shell Oil Company's western marketing area.

A year in the making, the mobile theatre, for it is precisely that, will present professional entertainment in the form of an hour-long variety show

that includes Pat Lynn, singer, Lloyd Simpson, pianist; Phyllis Easley, ventriloquist; magician's tricks by Bert Easley; and Johnny O'Brien, a mouth organ genius who almost steals the show, not to mention several sorts of audience participation stunts, such as the making of records of the boys' voices to send back home.

The Shell Servicemen's Roadshow opened December 18 and started playing at camps in the vicinity of San Francisco. Its itinerary is in the nature of military information and may be referred to in general terms only, but it is not giving away any secrets to say that the show will visit military units in the western territory as long as there is a demand. Starting in the San Francisco-East Bay and northern sections of California, it will play in this area for about a month according to present tentative plans, and then travel South, "following the weather back up to the Northwest." Eventually, says Shell Oil Company's C. E.

Avery who is in direct charge of contact and bookings, "we plan to cover approximately the nine western states of California, Oregon, Washington, Arizona, Nevada, parts of Wyoming, and Montana, Idaho, Utah, part of New Mexico."

The Shell Christmas Show which in previous years brought thrills to half a million youngsters in the same territory had identical companies in four separate trucks so as to cover vast mileage (about 13,000 miles) in the Holiday season between Thanksgiving and Christmas Eve. The new military road show has one large unit which is something of a masterpiece of mobile stage construction. It is, in fact, a complete traveling theatre fully equipped with sound, with its own power system if needed, with machinery, properties, drapes and lighting. The entire set-up was built, largely with make-shift materials, in Shell's own shops. The 22-foot long truck body opens up to a full 17-foot high stage, aprons coming down to form the stage floor, with all the backstage machinery and equipment usually found in a small theatre, including a built-in sound system. The acting staff of five professionals accompanies the truck in a traveling sedan, while the mechanical staff of two, truck driver and mechanic, stays with the truck. C. E. Avery and F. M. Chapman, members of the advertising department, will at times travel with the show or go ahead to make preliminary arrangements.

Mechanically, the theatrical truck is flexible. Particularly designed to play before small military units, the truck can be used as a self-contained outdoor theatre; it can be driven bodily into a large building such as a hangar, and the performance given to a large indoor audience; or all of the essential parts: stage, proscenium arch, drapes, machinery, may be taken bodily out of the truck into a recreation hall. The fact that the mechanics and the acting personnel are ready for any contingency is demonstrated by an occurrence during the first week of their tour. Booked to play before a body of Air Force men in the camp hangar, it was found that this building, twelve feet high, would only just accommodate the truck but not the full height of the 17-foot stage; so the cast set to work before the performance and faked a stage front for the occasion!

The Show, M-C'd by Patricia Lynn, starts out with a "canned" announcement in which the only advertising consists of the line, "This is the Shell Show." Advertising is kept down to a minimum. In addition to the announcement just quoted, the Shell

* See "A Million Dollars Worth of Fun for Half a Million Kids," SALES MANAGEMENT, December 1, 1940.

THE POWER OF PRESSTIGE

MAKES "HOWDY NEIGHBOR" CLEVELAND'S CITY-WIDE PASSWORD



1. "TODAY IT'S OUR TURN." Such is the proud exclamation of Press readers as each Friday they see their particular neighborhood written up in a five-column feature. Intimate as a back-fence call is this chatty, homey, weekly visit.



2. TO GET FACTS AND FLAVOR for this sectional close-up, the Press sends a reporter who spends a full week hobnobbing with merchants, families and community leaders. Out of his browsing comes a story that's highlighted with human interest, rich in local color.

★ ★ ★

NOT ONLY DO CLEVELANDERS feel strong neighborhood attachments, but they also take an especial pride in their newspapers.

The Cleveland Press returns the compliment, and endeavors to justify the confidence by providing a forthright, friendly type of journalism that has a "Howdy Neighbor" ring to it.

The particularly close bond that exists between the Press and its readers is best expressed by the word Presstige, which means power to do good; power to move goods.

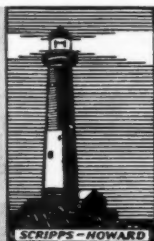
●

With the circulation of the Press now the largest in its history, and two thirds of it home delivered, every neighborhood in Greater Cleveland is thoroughly covered. All of this circulation adds up to a mighty force when put behind any worthwhile product or service.



3. TYPICAL was the recent write-up of Cleveland's sixty-year old Hungarian section. The delight of long established residents echoed the pleasure of the other one hundred and fifty-odd localities that have been visited during the past three years.

A
SCRIPPS-HOWARD
NEWSPAPER



The Cleveland Press

"CLEVELAND IS A NEWSPAPER MARKET"

FEBRUARY 1, 1943

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name comes in about three times. It appears on the back of a song book that is handed out to the boys in the audience at a certain point in the show ("with the Compliments of the Shell Oil Company"); it is mentioned when the voice recording stunt takes place at the end of the show, and there is a brief Shell plug in the record itself, which is sent to the home folks of the owner of the recorded voice. No advertising of any kind is visible during the progress of the entertainment except the Shell emblem.

Mistress of Ceremonies Patricia Lynn, introduces the first performer,

Lloyd Simpson, a pianist. He comes on dressed in an old Broadway costume (brown derby, loud check coat, peg-top pants) and promptly plays an old hit, a popular ragtime number. The audience is prepared for an old-fashioned program, but in no time Simpson switches to hot boogie woogie. Next comes Phyllis Easley with her ventriloquist dummy, Gabby Redwood. Pat Lynn comes on next with popular songs. She is followed by the magician, Bert Easley. Then Pat comes back with a basket containing ten pingpong balls. Pat, who has a graceful, athletic pitch, sends the ten balls

into the audience and the ten lucky men who catch them are entitled to stay after the show and have recordings made of their voices with messages to mother, family, friends or sweetheart. A friendly roughhouse generally ensues over the grabbing of the balls. To give the lucky winners time to think over their messages, Pat conducts a community singsong, utilizing the Shell song book which has been distributed to each man.

The half hour recording session often turns into one of the most amusing parts of the performance, since the buddies of the winners crowd around, leaning over the footlights to give suggestions and directions to the speakers, and there is usually a lot of fun and razzing involved.

They Have Their Problems

Running such a show is not without its problems. For obvious military reasons, it is not possible to work out a definite schedule of showings. Troop movements are sometimes sudden, so sudden that the company is even prepared to arrive, occasionally, to find that the camp where they expected to play has moved with no advance notice.

Another problem—believe it or not—is the shortage of gasoline. Even some Army officers have expressed surprise when Shell executives mentioned the necessity of economizing to the minimum on mileage due to gas rationing. "Why should an oil company have to worry about the shortage of gasoline?" is the natural question; but the Shell Show is rationed like everything else on rubber tires. The fact that it is, so far, more or less voluntary rationing makes its observance all the more strict.

Special service officers in the various departments of the military are expressing warm approval of the enterprise, indicating that the traveling company will be welcome, especially in those sections that do not have easy access to recreational facilities. There is a great demand for entertainment, particularly in the smaller camps.

"That is what the show was primarily intended to do," says Shell executives, "to bring entertainment to the smaller units that do not get much because of their situation." This follows out the peacetime policy of taking Christmas fun to the kiddies in the "sticks," for the Shell Christmas Truck visited schoolyards in the smaller towns even more conscientiously than in the big ones. The youngsters showed their appreciation by a fan mail that had to be gathered in bushel baskets.

This year, Shell gave these same

Winston-Salem Bank Clearings Ahead Of National Average in '42!

- ★ Confirmation of the fact that Winston-Salem business activity is steadily forging ahead are final figures for 1942 bank clearings . . . well over 700 millions or 19% ahead of 1941 . . . as compared with a 12% gain for 274 key cities . . . or an approximate national average of 15%.
- ★ Bank resources in Winston-Salem grew 17% last year . . . and deposits went up 18% despite unusually heavy investments by people here in War Bonds and Stamps.
- ★ Another "something" has happened in Winston-Salem. National Carbon Company will locate a plant here shortly . . . employing 1200 persons . . . adding immeasurably to this market's payroll . . . to its reputation for being an ACTIVE market made up of people with money in their pockets . . . to buy the things you have to sell. Investigate!

JOURNAL and SENTINEL

Winston-Salem, North Carolina

National Representatives: KELLY-SMITH COMPANY

NBC—Radio Station WSJS—NBC



youngsters a chance to play Santa Claus themselves. It sent them a letter explaining why they would be asked to give up Joey and Santa and the Christmas truck for the boys in the service.

The cast can handle two or three shows a day if distances between points permit, but distances are great in the far west and sometimes there may be only one show in twenty-four hours.

Shell executives, who took a year to plan and build up the show, have a high respect for the taste of their audiences. "They won't take just anything. The boys walk out if they don't like the entertainment provided for them. A show has got to be good before it is accepted by Uncle Sam's military."

Where it is possible to do advance publicity on the show in the camp scheduled for a booking, this has been handled so far by means of announcements at camp meetings, notices on bulletin boards, at roll call, and so on. As this was written, Shell advertising men had completed plans for a large poster announcing the show, to be sent ahead and posted at the camp. The poster will be humorous, with cartoon "previews" of phases of the show, and blank space for place and date. Copy to be run in the camp publications and newspapers is also being prepared.

While the cast remains constant, the program for the show may be changed or developed as experience shows what the soldier audiences like best. One phase that will come in for greater emphasis, according to Shell officials, is audience participation. The cast hopes, more and more, to encourage the talented members of the groups they play to, to join in the performances and every effort is made to have the liveliest possible interplay between audience and actors.

The Shell servicemen's show will have an indefinite run, depending on military contingencies and demand.

★ ★ ★ ★ ★ ★ ★ ★ ★ ★

★ 26 successful years ★

★ under the editorship ★

★ of Merle Thorpe... ★

★

★ THE MILITANT VOICE OF BUSINESS ★

★

★ NATION'S BUSINESS ★

FEBRUARY 1, 1943

TRAFFIC'S AT THE PEAK

in Pittsburgh's Post-Gazette



A MAN'S WORLD . . . who said so . . . any more than the Pittsburgh Post-Gazette is a "man's" newspaper? Actually here in Pittsburgh, the fair sex reads the Post-Gazette more thoroughly than do men . . . *13% more, to be exact. And isn't it a fact that the readership of a newspaper determines largely the readership of the advertising? If you're advertising to women in the Pittsburgh Market, just remember "Traffic's at the Peak" in Pittsburgh's Post-Gazette.

*FROM L. M. CLARK READER TRAFFIC SURVEY

PITTSBURGH POST-GAZETTE

Represented Nationally By Paul Block & Associates

New York • Chicago • Philadelphia • Boston • Detroit • San Francisco
Los Angeles • Seattle

Common Information Sheet

WHY CANNED FRUITS, VEGETABLES, AND SOUPS ARE RATIONED

Every week we are sending shiploads of canned goods to feed our fighting men and our fighting allies in Africa, Britain, and the Pacific islands. We must see that they get all the food they need.

We at home will share all that is left. Point Rationing will be used to guarantee you and everyone a fair share of America's supply of canned and processed fruits and vegetables, soups and juices.

HOW they are rationed

1. Every eligible man, woman, child, and baby in the United States is being given War Ration Book Two. (This book will not be used for sugar or coffee.)
2. The BLUE stamps are for any kind of Canned or Bottled Fruits and Vegetables, Canned or Bottled Juices and Soups, Frozen Fruits and Vegetables, Dried Fruits.
3. The stamps in this book are POINT stamps. The NUMBER on each stamp shows you how many POINTS that stamp is worth.
4. The LETTERS show you WHEN to use the stamps. The year will be divided into rationing periods. You can use all BLUE stamps marked A, B, and C in the first rationing period. A, B, and C stamps cannot be used after the first rationing period ends.
5. You must use the BLUE stamps when you buy ANY KIND of the rationed processed foods. See the official list, showing every kind of rationed processed food, at your grocer. Different kinds of these foods will take different numbers of points. For example, a can of beans may take a different number of points from a can of peas.
6. Of course, the more of anything you buy the more points it will take. For example, a large can of peas takes more points than a small can.
7. The Government will set the points for each kind and size and send out an Official Table of Point Values which your grocer must put up where you can see it. The Government will keep careful watch of the supply of these processed foods and make changes in point values from time to time, probably not often more than once a month. The Government will announce these changes when it makes them and they will be put up in the stores.
8. The number of points for each kind of processed food will be THE SAME in ALL STORES and in all parts of the country.

ONLY BLUE A, B, and C STAMPS CAN BE USED IN 1st PERIOD

Turn this sheet over and see how to use your stamps.

How Will Rationing & Grading of Canned Goods Affect Brands?

Here's a late report from Washington on some new problems manufacturers will face as a result of the imminent inauguration of a point rationing system for processed foods. OPA men say rationing should make purchasers "even more brand conscious."

PPOINT rationing of processed fruits and vegetables should not in itself disturb public acceptance for preferred brands, say officials of the Office of Price Administration and the United States Department of Agriculture Marketing Service.

There is nothing in the present program, nor is there anything "in the mill," they assert, which will make consumers grade-conscious to the extent that they will be willing to accept unknown brands for those which they have been accustomed to buy. Point rationing purchases are based upon quantity, not quality or price.

When the general rationing program was outlined, a natural assumption was that, to be effective, government standards would be imposed. That would mean a definite trend toward grade labeling, which many manufacturers feel would upset the value of brand labels which had be-

come familiar to householders through the expenditure of millions of advertising dollars.

Particularly worried were the processors of quality foods, who considered that it might be necessary to grade down their product to meet government specifications and directed prices. This worry, at least in its immediacy, is dispelled by the present statements of government agency directors. Grade labeling may come, however, in connection with price control plans.

That there will be many problems and headaches encountered throughout the marketing program under the rationing system, is freely admitted. That necessarily there will be many changes required, some of which will hurt individual firms, cannot be denied. Knowing this, and frankly stating that much of the plan is still in a formative stage, OPA spokesmen insist that their consideration will be

given to the maintenance of present relationships between manufacturer, wholesaler, retailer and consumer, as far as possible.

For example, one definite policy has been adopted as an underlying feature of the whole plan; there always will be more merchandise available than point coupons call for. That will be true after the program gets under way. At first, there may be considerable confusion, for no one in Washington knows just how Mrs. Housewife is going to spend her ration points. Perhaps the more or less arbitrary point values originally set will have to be modified almost immediately. Possibly, households will show an unaccountable desire for relatively scarce fruits or vegetables. In that case, points will have to be speedily adjusted. Right now, it is a matter of guess work, plus some preliminary surveys made among grocers. Incidentally, many of the maligned questionnaire forms sent to retail stores were for the purpose of lining up consumers' preferences in canned goods.

Brands Will Be Protected

Because of the uncertainty regarding the expenditure of points, there may at first be a "run" on some processed food brands for which there is a following. This may exhaust stocks in neighborhood stores, and buyers then will turn to brands not so well known. This initial difficulty cannot be avoided, Washington officials say; but inasmuch as it is anticipated, steps will be taken to hurdle the difficulty as quickly as possible.

Another question is the probable reaction to sizes of containers. Will there be an increase of buying of foods in the small-sized containers because they require less points and thus produce an unnatural surfeit of larger cans on the shelves? If this occurs, and many think that it is quite possible, then the difference in the number of points required for large and small containers will have to be adjusted. Processors of quality goods often pack their foods in smaller containers, so that the price differential will not be so discernible, or to indicate the value of quality rather than quantity. Should the public decide to buy heavily smaller cans of foods to save points, then these manufacturers will be directly affected.

From every indication, both the OPA and Agriculture Marketing Service are doing everything possible to lessen the confusion during the first month or two. In addition to compilation of data obtained from questionnaires, OPA has asked the Bureau of the Census of the U. S. Department of

Commerce to initiate a household survey, the "Wartime Food Diary," in 45 states. Census bureau enumerators are selecting three thousand housewives from families in representative groups to keep a diary record of their food purchases. The survey will cover all food purchases, but its immediate aim is to establish buyers' preferences for grades, sizes, quality, and prices of canned goods.

A consumer instruction leaflet, "Why Canned Fruits, Vegetables, and Soups Are Rationed," explaining in simple terms why and how processed foods will be rationed, will be given to each person registering for War Ration Book Two. The leaflet, of which 60,000,000 copies are being printed, will tell the housewife how to use the new ration stamps when shopping for rationed processed foods.

No, national advertisers of food items have no reason to fear rationing, say Washington officials. If anything, rationing should serve to make people more brand-conscious, for if, in addition to price considerations, they also must watch their use of ration points, they will seek the best value possible.

Of course, these are present plans. What the future holds in government control is anybody's guess. Nevertheless, the feeling in Washington is definitely that rationing will not seriously affect brand names, quality merchandise or advertising.

Does that mean that grade labeling is not being considered? Not at all. Grade labeling is almost a certainty, but it is being planned in connection with price control, not with rationing.

The U. S. Bureau of Standards is making tentative tests with containers, and the Marketing Service Department of Agriculture is establishing possible measures for different grades.

AMA Elects Officers

By mail ballot the members of the American Marketing Association have elected the following slate of officers for 1943: Albert Haring, University of Indiana, President; Wroe Alderson, Curtis Publishing Company, first Vice-President; Philip Salisbury, SALES MANAGEMENT, second Vice-President; Howard Whipple Green, marketing consultant, Treasurer; Ross M. Cunningham, Massachusetts Institute of Technology, Secretary. New directors are Everett R. Smith, Macfadden Publications; Lyman Hill, Servel Corporation; Henry E. Erdman, University of California; Vergil D. Reed, War Production Board, Ex-Officio. Reavis Cox, War Production Board, was elected Editor-in-Chief of the *Journal of Marketing*.

FEBRUARY 1, 1943

Published in The Dayton
Journal-Herald, Jan. 18, 1943

A Report TO OUR READERS AND ADVERTISERS

During 1942 thousands of families became new readers of The Dayton Journal-Herald. This growth has amounted to a 36 per cent increase in DAILY NET PAID CIRCULATION during the past six years!

Today 87,300 families buy The Journal-Herald Daily (55,404 evening and 31,896 morning.) The Sunday Journal-Herald now has 68,539 net paid circulation.

PROGRESS IN NET PAID ADVERTISING

The Journal-Herald, Evening and Sunday, showed notable progress during 1942, with a TOTAL GAIN of 106,129 lines as against a TOTAL LOSS of 476,309 lines in the other Evening and Sunday paper. These figures indicate a trend in advertising preference amounting to 582,438 lines, or a difference of approximately 245 PAGES NET PAID ADVERTISING in favor of The Herald and Sunday Journal-Herald, as against 1941, by direct comparison. (Morning and Sunday The Journal-Herald showed a gain of 110,819 lines.)

The lineage tabulations are from Media Records, and are available to any advertiser. (We use Evening and Sunday figures to simplify comparisons.)

ADVERTISING CLASSIFICATION	JOURNAL-HERALD 1942 LINAGE TREND (Evening and Sunday Only)		OTHER PAPER 1942 LINAGE TREND (Evening and Sunday Only)	
RETAIL DISPLAY	256,560	GAIN	147,248	LOSS
GENERAL DISPLAY (NATIONAL)	56,541	GAIN	4,278	LOSS
Automotive, Legal and Financial	342,244	LOSS	400,562	LOSS
CLASSIFIED	135,272	GAIN	75,779	GAIN
Total Advertising	106,129	GAIN	476,309	LOSS

We pledge to our readers and advertisers a continuance of our interest and a sincere desire to serve in the best possible manner.

**THE DAYTON
JOURNAL-HERALD**
DAYTON, OHIO

Represented Nationally by The Geo. A. McDevitt Co.



"It's a Nylon stocking, Sir. My girl sent it to me—to annoy our little friends."

Should We Kill the Straight Commission Plan for Salesmen?

(Continued from page 20)

social reform. There is a social problem inherent in it and a moral one, too, if you wish; but it is fundamentally a problem of business betterment, the crux of which is the reduction of waste in our distributive or sales process. To put it another way, the thing that matters is *not* what the prevailing type of sales operation does to salesmen. The thing that matters is what the prevailing type of sales operation does to sales management and sales cost.

Nor is the solution to the problem merely one of paying living salaries to all salesmen. That is one of those obvious and ideal solutions sales managers dream of, but in most instances it is an impractical solution; and certainly it is a solution which would in many instances take the incentives out of the selling job and provide a soft spot for the weak two-thirds of the sales organizations at the expense of

the strong top bracket one-third.

Unfortunately, the problem cannot be reduced to such simple terms. If it were strictly a social problem, living salaries might be the answer. If the problem is eventually left to the unions to solve by default, some form of the salary solution plus characteristic leveling of the sales force unquestionably will be forced onto sales management. But neither of these is necessarily the soundest business solution. The sound business solution consists of altering sales management's fundamental approach to the sales job in an effort to find that mode of penetrating and holding markets which will warrant decent pay for a job which is profitable to the company—whether the pay be commission pay, salary, salary plus bonus or what-not.

Indeed, what has been said here in general criticism of sales operations may well apply to many salaried sales

operations, as well as to that majority of offenders under the commission plan—depending on what the aims of the salaried sales force are and the incentives set up under the salary plan. Moreover, what is said here does not apply, as one might quickly infer, to the specialty sales field alone, or to the great consumers sales organizations alone. The manufacturer's sales force, the wholesaler's or distributor's sales force, the dealer's salesmen, or the direct-to-consumer organizations—any or all of them *may* typify the evils outlined here. Which brings us back again to the fact that the problem is one of management policy and philosophy concerning the nature of the sales job—and not a matter of type of pay or type of salesman involved.

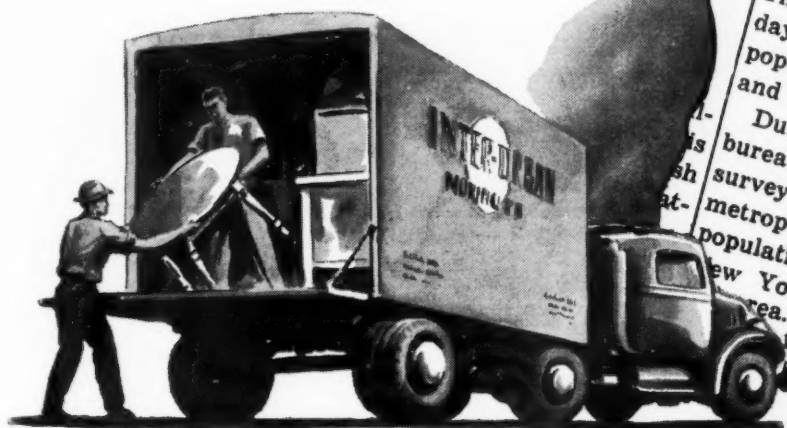
Let us see, therefore, if we can get at some of the weaknesses in the approach of sales management to its job of winning and holding markets—weaknesses which underlie the unpleasant self-portrait outlined above. To orient ourselves, let us say this type of sales force is unquestionably a phenomenon of the last twenty to twenty-five years, since the period immediately following the last war when for the first time in history our ability to produce goods outran our consumer demand. With this starting point as a key, let us look at sales management in the intervening period:

The Commission Form of Pay

First, let us look at the impact on management of the commission form of pay itself, which is almost universally employed when a sales organization is being built for a new firm or product. The commission sales operation built around new sales is a natural handmaiden of every young pioneering business which was ever born. Commissions based on new sales literally reduce the problem of the young business to its epitomized essence: the need for sales pioneering or missionary work in the market. Lacking capital to operate otherwise and having a fresh, untouched world before it to conquer, the new business or new product takes to this commission form of sales like a duck takes to water. Further, in a new business the plan fits the salesman. If the product is no good, he quickly finds it out. There is an entrepreneurial zest in shopping around for a new product that will be really good. And if the product is good, sales come easily and earnings soar. For awhile, at least, the world is the salesman's oyster.

This unquestioned fitness of the commission sales scheme for the new pioneering firm or product is probably the reason why the prevailing com-

BONUS - for all Advertisers in the Great DETROIT Market



City Census Gain Given as 336,000

WASHINGTON, Dec. 1.—(AP)—The Census Bureau estimated today that Detroit gained 336,000 in population between April 1, 1940, and May 1, 1942.

During that same period, the bureau estimated on a basis of a survey which covered 137 selected metropolitan areas, there was a population loss of 365,000 in the New York-Northeastern New Jersey area.

Estimated gains included:
New York, 231,000;
Chicago, 313,000; New

As the 1943 curtain rises on war-time Detroit, far-sighted advertisers see here the most promising advertising opportunities yet revealed. And, just as surely as Detroit's roaring production lines spell doom for Hitler and Tojo, so also do conditions in this great market assure safety for advertising investment, now and for the future. Here's why:

POPULATION GAIN—U. S. Census Bureau estimates Detroit's increase between April, 1940 and May, 1942 at 336,000. Detroit Board of Commerce figures show newcomers still pouring into the city at the rate of 20,000 each month!

FACTORY EMPLOYMENT—now far above the peace-time peak of 470,000 set in March, 1929. The December 15, 1942, estimate placed

the number of hourly paid factory workers at 517,000, and that figure grows every week!

HIGH WAGE SCALES—Average earnings of Detroit factory workers were recently estimated at \$56 weekly. That pushes the factory payroll up to \$29,000,000 a week!

Yes, Detroit is your BONUS market for 1943, and The Detroit News offers the best possible method of covering it, economically, easily. The Detroit News reaches 63.8% of all city zone homes taking any newspaper regularly. Furthermore, and this is highly important now in view of transportation restrictions, 95.5% of the total weekday and 85.3% of the great Sunday circulation of The News is delivered within 50 miles of downtown Detroit

- Largest Trading Area Circulation of All Michigan Newspapers
- Largest A.B.C. Recognized Home Delivered Newspaper Circulation in America

New York I. A. KLEIN, Inc.	<h2>The Detroit News</h2> <p>THE HOME NEWSPAPER</p> <p>SUNDAYS: 461,793 WEEKDAYS: 381,971</p>	Chicago J. E. LUTZ
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FEBRUARY 1, 1943

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mission payment method with its almost complete emphasis on new sales and new customers has obtained such a grip on our sales operations. Remember that the period of the twenties was a period of tremendous expansion in consumer buying power and in new products and services. And so long as we remain a creative people and research minded, so long as we refuse to give in to the prophets of a "mature economy" in which there will be nothing new to exploit, the strictly new business commission sales plan *always* will have a legitimate and useful place in our distributive scheme. In this place, it has no equal.

Factors Which Hold Markets

The difficulty is that its place is exactly as described above—in the development of new markets or new products. Of course, it has a certain utility for shoddy, fly-by-night products or services which intend only to skim over a market for the "sucker trade," without hope of establishing permanent trade relationships. But as usually constituted, *it emphatically has little or no value in holding, nurturing, cultivating and protecting markets already penetrated and established by an honest business seeking to build an established trade.*

What is equally important, the opportunities for golden earnings and a quick killing for the salesman, which are truly remarkable in the pioneering stages of marketing most worthwhile products, quickly fade to the bare existence level in established markets once they have been successfully pioneered and subsequently chopped up into sales territories by sales management. This is true in spite of all exceptions to the contrary of salesmen who make new business killings in an established market, and in spite of all claims to the contrary that are the stock in trade of the "recruiter" or "organizer."

Put it this way: The new sales commission works wonders in breaking or penetrating new markets. Once broken, the factors which *hold* markets are sound customer service, development of increased demand from already established accounts or customers, the maintenance of product superiority or leadership, and the establishment of brand preference through strong advertising and point-of-sale activity. Let us repeat that these are the activities which *hold* markets. To the extent that the new sales commission produces farsighted salesmen who make service paramount in order to assure future *repeat* sales, the new business commission plan *may* help to hold markets. But it is at best

an awkward and indirect way to get at the results sought. *And when, by relying on this method, we end up with an underpaid sales force—you may be sure the pressing demands on the salesman for new business will push into the background such considerations as service, customer development, and every other type of customer-holding effort.*

Proper service to customers, proper effort to build and develop demand from already established accounts, proper efforts to maintain good will—all these take on the nature of investment in *future* returns, in the eyes of the salesman. It is just as impractical for the hard pressed salesman who cannot keep his head above water to make such investments in future good will as it is for a bankrupt retailer or manufacturer to invest in future good will. The immediate needs of a *bankrupt* salesman call for high pressure selling, over-stocking or over-selling, cut-throat techniques against competition, dishonest or shady claims and every other device which works contrary to the best interest of holding permanent markets.

Why Markets Are Lost

To demonstrate the weakness of the market-holding side of our sales operations, we need only to see how difficult it is in many lines to establish and to hold brand preference in a sales territory. It is a sad commentary on the quality of our market-holding salesmanship that a competitor can come out with a two-cent gewgaw as a dealer's or consumer's premium and overnight knock out a well established brand preference which has been painstakingly won. One wonders if brand preference would be so fragile and easily assailable if salesmen in an established territory were working under incentives and management direction which give paramount impetus to holding trade already established.

Because the standard type of new business commission is geared to breaking or pioneering markets and has little value in stimulating market-holding activities, there gradually arises in most sales operations a serious maladjustment between the needs of salesmen for greater earnings under the new business commission plan and the needs of management for effective, low cost market coverage. Nor is this maladjustment present only under the new business commission plan. It will be present whenever the incentives of the existing plan—whether salary, salary plus bonus, or whatnot—retain the dominant new business character of the typical commission plan.

The needs of the salesmen for greater earnings can best be met under any such plan by constant expansion and continuous emphasis on new customers, with increasing neglect of old customers, as the potential for expansion in the established market inevitably grows less and demands greater effort to get the results the salesman wants.

The needs of sound sales management, to the contrary, demand increasing emphasis on holding old customers, enlarging their demand and fortifying them against the inroads of competition which seeks to undermine the whole investment in the market already won.

The Living Wage Comes First

But as between these two forces, the demands of a salesman for bread and butter always will prevail. A living wage and the incentive to earn more money somehow always hold a prior lien over every other consideration in the salesman's mind; and if the salesman does not have a living wage, he will endeavor to exact it in any way he can. His alternatives are limited: He may quit and seek another job, or he may turn to high pressure selling, increasing neglect of old customers, misrepresentation, and even to theft of company funds. All that sales management can do to fight against such destructive sales practices will not prevail in the long run until the activities that are to management's best interest are brought more nearly into accord with the salesman's financial well-being.

Indeed, management itself must face and accept the salesman's dilemma. For as between the alternatives open to the salesman, (i.e., quitting or adopting abusive practices) management eventually reaches the point at which turnover of salesmen becomes clearly the greater evil. Faced with a rising turnover, management has no choice but to line up with the salesmen and turn on the pressure.

Now most sales managers, even in lines where salesmen are traditionally poorly paid, will object to this interpretation of the dominant motive or driving force behind their sales policy. Most sales managers attempt to maintain a respectable front by constantly singing the praises of sound customer service and low pressure selling. But face to face with a salesman who knows where his bread and butter comes from, this front or mask of high purpose quickly disappears. The salesman who gets the volume is king because he offers no threat of turnover, and such a salesman almost always will be welcome even though



"FOLDIN' MONEY"
...per pants pocket

A keen-eyed visitor to Cincinnati recently observed, "There's more foldin' money being pulled out of the pockets of Cincinnatians today to pay for family needs than I've ever seen paid out at store counters anywhere."

Naturally . . . such a statement coming from an unidentified individual whose qualifications as a marketing expert are unknown, would normally pass unnoticed.

But today . . . when it sums up in simple, significant terms exactly what the marketing experts are also saying about Cincinnati, it's well worth consideration.

Roger Babson, for instance, in a report published in January 1943, says:

"The total volume of business (in Cincinnati) transacted during 1942 was the highest in the city's history. As measured by debits to individual accounts, business at the present time is running about 10% ahead of a year ago, and I expect this activity to extend well into 1943.

"Cincinnati is a city of widely diversified industries . . . located in a very active industrial area, and I rate it as offering excellent sales opportunities."

Carrying more advertising space to MORE Cincinnati families than any other daily, the Times-Star is Cincinnati's BASIC selling medium in this richer-than-ever \$350,000,000 market where there's "more foldin' money per pocket" than ever before . . . \$15 a week per family more than last year!

Let the Times-Star give you the kind of marketing information, merchandising service and advertising coverage that produces *maximum* sales at *maximum* profit, by getting in touch with your nearest Times-Star representative today.

CINCINNATI
THE NATION'S
MOST STABLE
BIG MARKET
CINCINNATI

TIMES-STAR

HULBERT TAFT,

President and Editor-in-Chief

Owners and Operators of Radio Station WKRC

NEW YORK: Martin L. Marsh, 60 East Forty-Second Street. CHICAGO: Fred D. Burns, 333 North Michigan Avenue. FAR WEST: J. E. Lutz, 435 North Michigan Avenue, Chicago.

FEBRUARY 1, 1943

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'Steady gains due to Irene Rich and KSO'

—Ralph Deuben

As broker for Welch's Grape Juice and other Welch products in 76 Iowa counties, Ralph Deuben knows at first-hand the selling pull of broadcast advertising. Reports Mr. Deuben:

"During all the years of my contact with Welch, which began in 1933, the foundation of Welch advertising has been a dramatic radio program featuring Irene Rich. In Des Moines, the program has been carried over Station KSO*.

"Once we had established adequate Welch distribution with our trade, responsibility for further progress rested squarely on the advertising.

"The steady gains in Welch sales for our territory, year after year up until wartime, prove what a splendid job Irene Rich and KSO have done in moving Welch products off grocers' shelves."



*Program changed to KRNT in 1942.

management may have a pretty definite notion the salesman is literally destroying customer good will and tearing down already established markets in the process of getting the volume. Moreover, the sales manager of the underpaid sales force which threatens turnover usually finds from long experience that his most effective single management weapon is the contest or drive or incentive which turns the pressure on the salesman and stimulates him to develop the new business volume he needs in order to exist—no matter what the cost.

If this were the only effect of this dilemma on the sales manager of the hard pressed sales operation, the situation might be dismissed as simply an annoying nuisance—something the public would have to tolerate because it is a part of the nature of sales work. The difficulty is, however, this dilemma forces the sales manager into other management and market practices which, far from being a mere nuisance, are wasteful, extravagant and productive of exceedingly high cost of distribution. There is no need to dwell on these practices at great length. We can get some notion of the impact of the underpaid sales operation on management practices if we name only a few. The coined labels are in the interest of brevity.

The Impact of the Underpaid

Greed for Territory: The underpaid salesman finds his quickest and readiest answer to his problems in the view that he needs more territory. Management, lured by the promise of added volume and impelled by the fear of turnover of the agent, all too easily falls in line. This expansionist thinking rules the average sales operation to the exclusion of cost and profit considerations.

Hit-and-Run Development: Expansionist thinking means hit-and-run market development. If the salesman's territory is inadequate to yield him a living from the customers he already has, every ounce of extra energy must be devoted to expanding his list of customers. A customer already won is "old stuff"—even an annoying drain on time. The potential customer is the shining goal of each day's activities, and sales management must fall in line irrespective of the potential cost of obtaining these new customers or the potential loss which may arise from the neglect of old customers.

Blindness to Market Turnover: In this process of hit-and-run develop-

ment, old customers turn over. The rate of turn may, indeed, quickly approach the level of new customer development without sales management becoming even aware of the situation. This is particularly true if new customer development out-races just slightly the turnover of old market and yields a net increase in volume. It seems hard to believe that sales management can be blind to any such process and yet it takes place at an alarming rate in a great many industries.

Management Can Be Blind

Sales Myopia: All of this can only mean that sales management eventually loses sight of the ultimate aim of all sales; namely, the satisfaction of the user of a product or service throughout the lifetime of that product or service. In place of this fundamental task of salesmanship will be substituted the shoddy goal of merely finding buyers. Take the automobile salesman, for example. Is he selling customer satisfaction? Very rarely. In fact, it is a rare situation when a buyer of an automobile even sees the salesman who sold it to him after the day the car is delivered. Why should he? The salesman is paid only to find a buyer. But if sales management's thinking in automobile sales had not been utterly myopic to the real purposes of all sales and had devised means to pay their salesmen for producing continuous customer satisfaction, automobile sales managers would be in better shape today. At least they might have saved the nucleus of their sales force; and they might have been saved the threat of a wide open scramble from scratch to re-establish their proportionate share of the market after the war is over. Because the



SALES MANAGEMENT



Your advertising in SM will reach these men when and where they're looking for advertising guidance.

386 FOURTH AVENUE, NEW YORK, N. Y.

106,828

**1940 Population of
GREATER
JOHNSTOWN
PENNSYLVANIA**

• • •

**Virtually Complete Cov-
erage of the Entire Trad-
ing Area — 345,869 — is
Afforded Only by the**

**TRIBUNE
AND
DEMOCRAT**

automobile salesman is interested only in finding a buyer and not a satisfied customer, customer satisfaction now rests in the hands of the dealer's service floor. On the average, the service department probably will destroy as many customers each year as the average dealer's sales force can find each year. And with each new model, some "jimcrack" or "do-dad" on a competing model can turn over a large segment of an already established customer market which was bought at great price in preceding years.

Cost Myopia: This driving and impelling force of the underpaid salesman is powerful enough even to blind our sales managers to the simplest elements of cost thinking. Take the salesman who handles a multiple line, for example. Pressure on the salesman will always push the bread-and-butter, short-profit items to the fore. If the salesman is free to fix prices or discounts, this will be more than ever true; for the salesman always finds it is the bread-and-butter, short-profit, or high-discount items which most quickly open the door to the new account. In spite of all that management may say about the desirability of building old accounts by selling the full line—profitable as well as low

profit items—the underpaid salesman will heed but little. The end result is the phenomenon of profitless accounts. Nor are such profitless accounts restricted to firms of multiple lines; the multiple line house simply happens to be the most apt example. Very few firms have made careful analyses of their accounts to determine which are profitable and which unprofitable, but such analyses as have been made are almost always a shocking surprise to the sales manager. It is not unusual to find the proportion of unprofitable accounts running as high as 40% in a large sales operation.

You Get What You Pay For

Front Line Vulnerability: In spite of the value placed on the individual salesman by the sales manager who is hard pressed by fear of turnover, the presence of rapid turnover and of pressure for sales gradually brings the sales force to a point of low prestige with every other department of business and the sales manager into the position of being an apologist for his men. The credit department, the production department, the engineering and designing departments and even the lowly shipping department become victims of this pressure to some extent and come to look upon the salesmen as nuisances, or at best as the last and least important link in the business organization. This is a most dangerous attitude. It ignores the fact that a strong front line sales force can and does absorb such shocks as a poor credit policy, mistakes of design, poor engineering, and even a non-competitive price which may be the fault of inefficient production. On the other hand, the very best of performance in each of these other branches of the business is not likely to raise the eventual success of the business beyond the capacity of the front line sales force which handles the product or service. Literally thousands of firms have as yet to learn the value of a strong and stable sales force as low cost insurance against the great variety of risks to which every competitive business is exposed.

We might extend almost indefinitely this list of management phenomena peculiar to the sales operation in which the needs of the salesmen are in conflict with the demands of sound management, elaborating with examples of waste peculiar to certain lines of business. (The lapsation problem in insurance would be one such example). But this list should suffice to serve as a reasonably convincing demonstration of a point which has long

another reason



Los Angeles retailers—the boys who check every advertising dollar at the cash register—used more time on KECA in 1942 than on any other Los Angeles network station. . . That's ANOTHER REASON proving KECA is really the Bargain Buy.

**KECA
OF LOS ANGELES**

Earle C. Anthony, Inc.

BLUE NETWORK AFFILIATE • FREE & PETERS, Inc., National Representatives

been well established in the field of labor—namely, that there is a minimum wage or earning point below which management may not go without danger of setting destructive forces to work which dissipate management's energies and defeat its best interests. In short, you get about what you pay for.

New Viewpoints Are Needed

Unfortunately for the salesman, however, management seldom sees that it is getting just that and no more. Management gives the situation a different twist and concludes, in self defense, that what it is getting warrants least of all more pay for the salesman. But that conclusion can be justified only if we assume that management can get no more than the same kind of wasteful results it has obtained in the past. So long as any relationship exists between the prevalence of low pay and the quality of results obtained either from the salesman or from management, this conclusion cannot be justified. The plain fact is that the key to this seeming deadlock lies in a more profitable sales job created by a management force which has sufficiently freed itself of the pressures and management distortions outlined above to do some clear thinking about winning and holding markets on a more economic basis. And now, of all times, sales management has the opportunity to do that kind of thinking, research and planning.

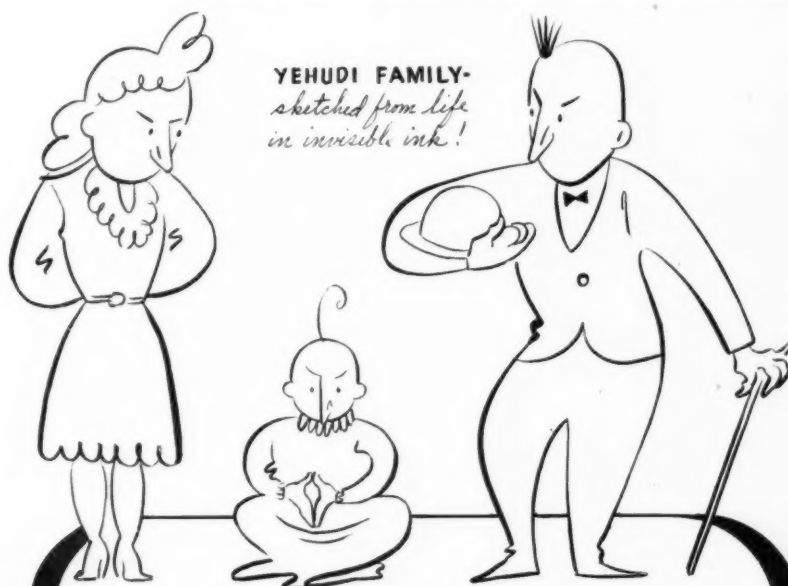
No one can do that thinking for the individual sales manager. He must assemble his own array of critical facts with respect to his own operations. But there are some fundamental viewpoints which no sales manager can afford to lose sight of, no matter how great the complexities presented by his own facts and figures. Here are the major ones:

Management must first of all rid itself of penny-wise and pound-foolish thinking which holds that to pay the salesman more must of necessity increase the cost of distribution. Rather, management must approach this problem as one of measuring the potential savings in total distribution costs which might be obtained by an increase in the direct cost of compensation. This is a difficult viewpoint to embrace because it requires that sales management assume it has been wasteful and inefficient in the past. Even more difficult than this change of heart or viewpoint is the fact that it necessitates some accurate cost thinking. The main obstacle to adoption of this main viewpoint probably lies in the fact that a cost such as compen-

sation is a readily measurable, direct cost; while the cost of salesmen's turnover, market turnover, unprofitable accounts resulting from over-expansion and similar factors are indirect costs which are difficult of measurement. To the extent that waste can be nailed down to such sales claptrap as "organizers" and "recruiters," excess promotion men, losses from drawing accounts, need for subsidies to branches or distributors, and so on, the cost of the underpaid sales force can readily be reduced to dollars and cents. Other costs, however, will take deeper dig-

ging and perhaps even some willingness to risk acceptance of the fact that savings will be forthcoming. It is doubtful if Henry Ford ever calculated in advance to the last penny the potential results of introducing the "\$5.00 day."

Second, management must gain a much more distinct and well segregated picture of its market functions. It is one thing to break or pioneer new markets and another thing to hold and develop markets already pioneered. To a limited extent, these two activities may be treated as parallel.



Are you advertising to Yehudis?

Yehudis—the "little men and women who aren't there"—make up the difference in circulation between Houston newspapers.

When you use *The Chronicle*, you reach the largest audience reachable with one Houston newspaper.

But if you use the second Houston newspaper, you waste your selling story on 32.2% Yehudis . . . and if you use the third Houston newspaper, you waste your selling story on 48.8% Yehudis—an absentee audience which neither buys nor specifies.

Whether you're selling or telling an institutional story, this should be sufficient reason for you to choose *The Chronicle's* BIG audience.

Chronicle's lead in city home-delivered circulation from September 30, 1942, A. B. C. Publishers' Statements.

TO SELL HOUSTON—BUY CHRONICLE—TEXAS' LARGEST DAILY

THE HOUSTON CHRONICLE

R. W. McCARTHY
National Advertising Manager

THE BRANHAM COMPANY
National Representatives

First IN HOUSTON IN CIRCULATION AND
ADVERTISING FOR THE 31ST CONSECUTIVE YEAR

But to consider them as one and the same activity subject to the same methods, procedures and stimuli is to make a grave and costly marketing error. To the extent that management indulges in this error and communicates it to the salesman, through the method of compensating the salesman or through other incentives set up for him, just to that extent will there arise the opportunity for critical and costly conflict between what is to the salesman's best interest and what is to management's best interests.

Market Turnover Is Costly

Third, management must recognize in this connection that the least costly and most profitable function of sales management lies in the preservation of the market already won, and that the costliest of all operations is the pioneering of new markets and new customers. To lose established customers is to wipe out an investment already made and to create the necessity of a new investment in order to replace the market lost. There is no more sense to management policy which condones or blinds itself to market turnover than there would be if a chain organization were to build new stores, promote them, and then close them promptly upon establishment of a satisfactory trade. A policy which unwittingly produces turnover of market is no less wasteful and no more justifiable than would be a deliberate policy of turnover over established outlets.

Fourth, all of this means that the incentives established for the agent, either in the form of compensation or in the form of sales promotion, must be keyed to the state of development of the market as a whole, or of individual territories. In an established market or in an established business the major incentives must be the protection and nurturing of the investment already made. In new markets, the incentives must run to pioneering. To accomplish this, any one of a number of compensation plans may be

used, or two sales organizations with two compensation plans may be needed. If both protection of an existing market and a certain amount of new market development are required of one man, weight should be given to the market already in hand, and compensation so set that the salesman is not necessitated by pressures to neglect that market. A number of schemes may be devised to produce this result. A simple method is to increase the commission rate on business from old customers. Another method is to pay a basic income for serving the established clientele with bonuses for new accounts, which are offset by penalties for loss of old accounts. Still another method is to adopt a commission scale which steps up the rate of pay in relation to the total volume of repeat business from all old accounts and steps down the rate of pay as this volume falls off. The basic principle to be followed in any such arrangement is that rewards for keeping old accounts shall be both attractive enough to the agent and adequate enough for his needs, so that he is not forced either to mishandle such accounts or to neglect them.

Keep Goodwill Factor Intact

Fifth, the prevention of sales turnover demands that every salesman be entitled to the major reward of any successful business—namely, the accumulation of good will and of future security as one essential product of his yearly labors. In many respects, neglect of this factor is the greatest weakness in the average sales force. The salesman who, year after year, operates under pressure which forces him into shoddy treatment of his old accounts or abandonment of them is not in a position to capitalize the good will factor, which is the foundation stone of permanence and future security in any business career. A proprietor of a well managed retail store on the corner is enabled over the years to build a good will which enables him to look forward with a considerable sense of security. Few salesmen have this sense of security. They sense that pressure for new customers will never enable them to build and capitalize on the solid foundation of the old customers they have won. They realize that once a territory has been satisfactorily built, the system under which they operate will demand that it be broken down in order to give more play to the new customer side of their activities. Hence they are likely to find themselves at the end of ten or fifteen years in exactly the same relative position of security they had on the first day they started in the busi-

ness. Even a well ordered pension plan will not overcome this weakness; for while a pension plan might afford him some sense of security, it cannot take away from the salesman the sense of being on a constant treadmill which forces him each year to go out and establish a new business.

Cease Being Apologists

Sixth, and perhaps most important of all, sales management must rid itself of any inferiority complex which it has developed as to the importance of these men—well paid or underpaid—who are on the firing line. Sales management must clearly establish with top management the fact that a strong and stable sales force is the cheapest insurance any industry can purchase against the risks inherent in business under a competitive system. On this point sales management must stick to its guns and sales managers must cease to be apologists for the men under them who are doing the sales job, with the knowledge that these men are the first line soldiers who must fight the competitive battle regardless of the mistakes of generalship which may take place behind the lines.

If for no other reason than to strengthen these first line defenses, business should today be studying means of eliminating the weaknesses which existed in its pre-war sales operations. In the mad scramble for restoration of markets after the war, which will be greatly intensified by the introduction of new products, processes, and materials, nothing less than a strong sales force will meet the test. The sales manager who has a reasonable proposition to offer to his salesmen, with the promise of a living wage and the sense of long-time security will surely get the jump on competition in attracting and building such a strong sales force. Picture the competitive advantage of that automobile company, for example, which is prepared to offer salesmen a permanent, secure and well paid job as contrasted to the old 5% new sales commission with all its hazards, promise of failure, and uncertainty for the salesman.

Even more important for the long pull will be the promise of more solid markets, low cost sales, increased public acceptance and stronger competitive armor which will be gained by the sales manager who gets his thinking and his plans adjusted now. Sales management has its golden chance to restore selling to its place among the respected professions if it has the will and vision to tackle a big job before that job is forced upon it.

★ ★ ★ ★ ★ ★ ★ ★ ★ ★

Lowest cost

in the business field

(\$4.80 per page per 1,000)

★ ★ ★ ★ ★ ★ ★ ★ ★ ★

THE
MILITANT
VOICE OF
BUSINESS



9,400 REPRINTS

OF TEN HIGHLY IMPORTANT ARTICLES

APPEARING IN

INDIA RUBBER WORLD

WERE ORDERED AND PAID FOR BY READERS
DURING THE LAST QUARTER OF 1942

THE REASON

Rubber—its production in natural and synthetic form and its processing are of prime importance right now and articles appearing in INDIA RUBBER WORLD are recognized by the members of the rubber industry generally as authoritative—written by men who know. The publication is edited by graduate engineers with long practical experience in rubber manufacturing and its editorial prestige has been maintained through 53 years of service to this one industry.

READER INTEREST BRINGS ADVERTISING RESULTS

That is why INDIA RUBBER WORLD carries more display advertising than any other publication in the field.

Remember—Rubber is in the forefront of the War Effort.

WRITE FOR MARKET AND CIRCULATION DATA AND RATES

INDIA RUBBER WORLD

Established 1889

386 FOURTH AVE.

NEW YORK



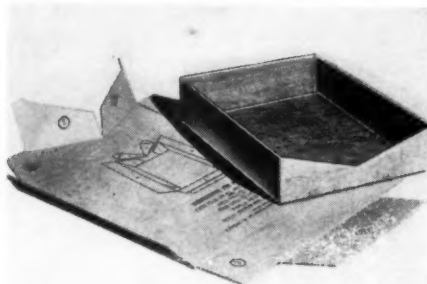
1.

Designing to Sell

1. Plastic Lunch Box: This young war worker displays the latest thing in lunch boxes—the Lumarith Victory Vu-Kit, designed and produced by V. W. Busch Manufacturing Co., South Lyon, Mich. Made entirely of plastic, except for the rings which hold the thermos bottle, the kit is lightweight, easy to keep clean, and will not dent or chip. Since lunch boxes of war plant workers are often inspected by guards, its transparency is an added asset.

2. Fiberboard Desk Trays: Now that steel is out and wood is scarce, Oxford Filing Supply Co., Brooklyn, N. Y., announces its fiberboard desk trays and wastebaskets. These items are finished in a rich natural wood-walnut graining and shipped flat in cartons of two dozen each. They are easily set up into tight sturdy units which will not loosen in use.

3. New Composition Container: Lambert's introduces its new improved Listerine tooth powder in a container designed to fit the times. The new container is made of a composition material; it feels like cardboard



2.



3.

and looks like gleaming white tile. Its side walls are laminated with three coats of glassine to protect the surface and to keep moisture out and flavor in the toothpowder. A bright red wood ball atop the container turns the powder opening.

4. Tin to Glass: After 30 years in tin, Crisco in the one-pound and three-pound sizes is now appearing in a new glass "uniform," specifications of which have been approved by the WPB. Other sizes have been discontinued in the interest of conservation. The glass jar is closed with a lithographed metal cap and a gasket of non-essential metal.

5. Economical Display: Conservation both in material and counter space has been achieved in a new display carton adopted by Middlebrooke Lancaster Co., Brooklyn, N. Y. While the new display piece (left) is much smaller than the former one (right), it holds the same number of tubes, due to its compact nesting arrangement designed by Robert Gair Inc., New York City, and made in its Eastern Carton Division.

4.



5.



Just add a touch of Genius and Serve

Maybe a little extra genius is just what your sales planning and post war efforts need. It's easy to get, really it is. Ross Federal can furnish you with a season's supply, all nicely packaged and ready to use.

For genius, you may remember, is "the infinite capacity for taking pains." A Ross Federal survey takes infinite pains to find out the facts first, to determine basic information for sound merchandising plans.

Talk to a Ross Federal man today about your plans for tomorrow.



**ROSS FEDERAL
RESEARCH CORPORATION**

18 East 48th Street, New York
and 31 Key Cities from Coast to Coast



1.

Designing to Sell

1. Wartime Game: Be a bombardier! Mow 'Em Down! The game starts with a purpose. A new version of a popular pastime Mow 'Em Down is in tune with the times. The targets swing and provide fast and furious action. On one side of the swinging targets, there are the smug faces of Hitler, Hirohito and Mussolini, on the other they're battered and bruised. Game by Home Game Equipment Co., Chicago, Ill.



2.

2. Baked Beans in Cellophane: Due to the tin and steel shortage, baked beans in cans have been ruled out, but a Boston firm is now supplying baked beans in quick frozen form. The beans are wrapped in a Cellophane bag which in turn is placed inside a cylindrical paperboard container. The production of the new frozen food has reached a volume of 40,000 pounds a week.



3.

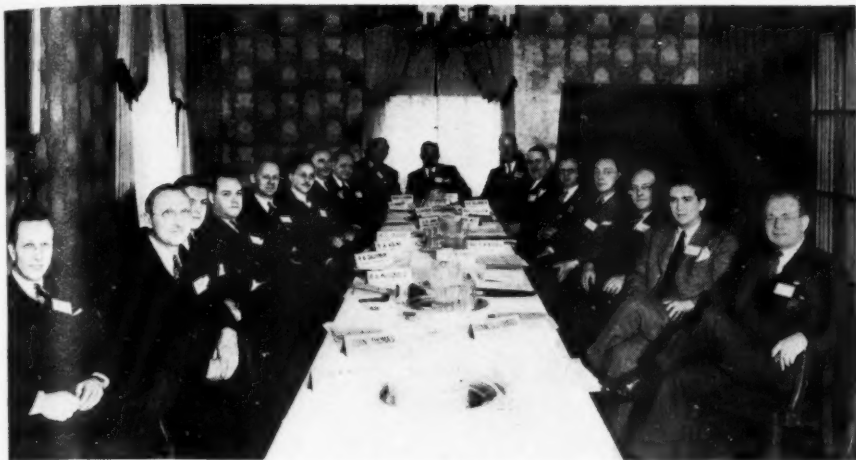
3. Paper Caps: Owens-Illinois Glass Co., Toledo, O., announces the development of a new cap for glass coffee containers made entirely of non-critical materials and mostly of paper. This new coffee closure gives the coffee industry a complete package which does not depend in any way on vital war materials. Coffee lovers will be glad to hear that in addition to preserving the goodness of the coffee in its shipment from the roaster to the eventual consumer, the new cap also provides an adequate reseal.



5. Match Package: Bayer Aspirin is now being distributed in a new wartime package which eliminates metal. The new package resembles a folder of pocket matches. The tablets are enclosed in a Cellophane envelope, securely protected by three folds of bristol board. The Cellophane is perforated at the top to permit the dispensing of one tablet at a time.

4.





Representatives of industry exchanged ideas for meeting problems of peacetime at this post-war forum sponsored by Carrier Corp., and held in Syracuse two weeks ago. Among companies represented: General Electric Co., National Cash Register Co., Studebaker Corp., Aluminum Co. of America, Curtiss-Wright Corp., Curtis Publishing Co., Eastman Kodak Co., Servel, Inc.

Media & Agency News

New Streamlined *Post* Increases Readership

A lot of things have happened to the two-century-old *Saturday Evening Post* in the ten and a half months since Ben Hibbs became editor.

Results of some of them are reported in a 48-page brochure, "A Few Minutes With the Editor," which the *Post* is distributing to advertisers and agencies, and which is being announced in large city newspapers and in business papers.

The *Post* is proud of them.

Average reading time of the new *Post* has increased 30%. Among women the gain was 32%, among men, 28%. "Reading time" is defined as the time spent by the average reader on the main editorial content.

"Reading intensity"—the percentage of an issue's main editorial content which is read—increased 17%. Among women, 19%; among men, 15%.

Reading time of *Post* articles rose 47%; of short stories, 7%; of serials and novelettes, 45%. Reading intensity of articles gained 20%; of short stories, 12%, and of serials and novelettes, 20%.

This progress has been made despite the fact that main editorial word content of the magazine is 11% more than a year ago.

The study was made by the Division of Public Opinion of Curtis Publishing Co.

It proves, the editors believe, that despite the rise in popularity of radio, picture magazines and newspaper comics, people still read. They read plenty—when they're interested.

Ben Hibbs set out to interest them. He sought to reach younger readers and women. "We shall publish more material to interest younger readers," he said, but will "avoid trivialities" and "seek a common ground and understanding in the issues that affect and influence youth." Without turning the *Post* into "another woman's magazine," he set out to get and publish the stories and articles women would want.

The *Post* was changed and brightened, to increase identification and newsstand visibility; to make for easier reading. Departments were shifted, and old departments were given modern dress. Titles were

made more colorful, layouts more dramatic. More color photos were used. Articles were shortened. "Back of the book" features were increased 34%.

But behind all this was a solid, shirt-sleeve philosophy of what the *Post* stands for.

Last March 16, Ben Hibbs wrote a memo to his staff: "I believe firmly in the American system—freedom of living—freedom of enterprise. Above all, I believe it is the patriotic duty of the *Post* to help keep alive in the minds of the people the fact that free enterprise literally has made America—that it is the *only* system under which we can prosper and enjoy the fruits of Democracy."

The first issue of the new *Post*, dated May 30, carried an article by Thurman Arnold on "This War Will Save Private Enterprise."

Mr. Hibbs emphasized that "the processes of Democracy should *not* be suspended during the war; . . . that constructive criticism during wartime is not only patriotic but urgently necessary."

The *Post* set out to present such matters as the "silver scandal," the "black market," "Are We Losing the Battle of Transportation?" and "The Case for the Minorities."

The new editors found that the millions of readers of a mass magazine not only will read but think. Readers will think of today's big problems which affect the lives of all of them—such as ways to finance the war, to defend our cities; to get the materials, such as iron and oil, that the nation needs to help fight the war.

They are concerned not only with what happens here, but with what happens abroad that may affect the future of America and the world. "To the greatest degree in history," Mr. Hibbs said, "the *Post* will report and interpret these happenings."

The *Post* started to make the most of "the tremendous strides which the pictorial art has made in recent years." It proceeded to prove that "authors can be thorough without being interminable." It began to cover a broader range of subjects, without being "superficial." In addition to more youth- and woman-appeal, the *Post* began to devote more attention to stories of American business.

Clark Explains Civilian Draft Plan on Radio

Author of New Measure Would Let Local Boards Regulate Allocations

The new civilian selective service act soon to be introduced in Congress would place the nation's civilian man-power allocations in the hands of the same local boards that now draw men for military service, Greenville Clark, author of the measure, explained in a radio address last night.

Speaking from Boston on "The March of Time" program over a nation-wide N. B. C. network, Mr. Clark, a New York lawyer, explained that the act, pending passage, would virtually all-

Maybe he was talking about your next job!

When Greenville Clark described his civilian draft proposal for the first time anywhere—on the March of Time—he may have been talking about your next job.

Thus does the March of Time make news, in addition to re-creating news—news of immediate personal interest to Americans everywhere.

The March of Time in six months has increased its audience 400%—by bringing to the microphone important people-in-the-news (whose words are news)—and by dramatizing world events with on-the-spot reality.

If you haven't been hearing the March of Time, you've been missing a show which listeners call "the high spot of the radio week" . . . "a great public service."

Listen in Thursday and see what you think!

The March of Time

Sponsored by the editors of



TIME

THE WEEKLY NEWSMAGAZINE

Beamed to the 23,000,000 radios of The NBC Network

And finally, Mr. Hibbs said, "the *Post* will do everything in its power to further national unity. It will do everything in its power to bring the ultimate victory that must be won if this world is to be made a decent place in which to rear our children."

It may be a far cry from Ben Franklin to Ben Hibbs, but the two have certain things in common. They both knew how to keep abreast and a bit ahead of the times. They knew how to make friends and win readers.

Agencies

Agencies, as well as manufacturers and retailers, should keep on advertising during the war, if they expect to be going concerns afterward. Botsford, Constantine & Gardner, Pacific Coast agency, started the New Year with a 1,250-line insertion in four newspapers there under the headline, "When the whole world shouts 'It's Over'—will your business be *in*, or will your business be trying to get *back in*?"

* * *

At the same time, B. C. & G. named three new vice-presidents: Hassel W. Smith, Los Angeles manager; Burton Durkee, Portland account executive, and Mrs. Elizabeth Eyerly, in charge of the New York service office.



R. T. Van Norden becomes vice-president and head of the New York City staff of the newly-named Brisacher, Davis, & Van Norden.

Another Pacific Coast agency, Brisacher, Davis & Staff, makes news by changing its name to Brisacher, Davis & Van Norden, and opening a fully-staffed New York office under R. T. Van Norden, vice-president.

* * *

Clarence A. Hoppock and Julian L. Deane, New York City, and Carl Ohliger, San Francisco, are elected vice-presidents of McCann-Erickson, Inc. New members of the board of directors are L. O. Coulter, G. E. Hyde, M. C. Leckner, E. D. Madden, W. E. McKeachie, H. A. Mitchell, and J. Taylor.

* * *

Stephen M. Kenyon and Samuel Dalsimer are named vice-presidents and L. F. Triggs' creative director of Cecil & Presbrey. . . George Carlton Rohrs joins Swertfager & Hixon, New York City, in charge of marketing and merchandising. . . John M. Bonbright returns to Campbell-Ewald Co. as an account executive. . . Jack B. Peix is now an executive with Campbell-Ewald Co. of New York City. . . Lester Stone is elected vice-president of Atherton & Currier. . . Clifford A. Faust, from Ohio Brass Co., is now an account executive with McCarty Co., Los Angeles. . . A. A. Landis,

Cleveland manager of Swafford & Koehl, is elected vice-president. . . Frank J. Corkery becomes radio director of Richard A. Foley Agency, Philadelphia. . . D. Marcus, for 34 years with *Printer's Ink*, is now general manager of Deutsch & Shea, New York City.

Accounts

Cudahy Packing Co., Chicago, places its entire account with Grant Advertising, Inc. . . Colgate-Palmolive-Peet names William Esty & Co. for Vel, a packaged detergent. . . Distilled Spirits Institute starts to advertise through Swertfager & Hixon. . . Air Express division of Railway Express Agency to Erwin, Wasey & Co. . . National Canners Association appoints Federal Advertising Agency for a program to help meet the farm labor shortage. . . Midvale Co., Philadelphia, steel, to Lewis & Gilman. . . American Brake Shoe & Foundry Co., Detroit, to Brooke, Smith, French & Dorrance. . . Wire & Cable division of Electric Auto-Lite Co. to Ruthrauff & Ryan. . . Small arms and electrical divisions of Colt's Patent Fire Arms Manufacturing Co. to Horton-Noyes Co., Providence.

Newspapers

Ahead 12.3% in December and 1.3% for the year, national advertising was the only major group to gain in newspapers of 52 major cities in 1942, says Media Records. Retail was off 3.4, classified 5.6, financial 13.9 and automotive 52.5 for the year. Classified gained 5.9 in December, but retail declined 9.1, financial was down 13.8 and automotive down 21.6. December's automotive loss, however, was the smallest for any month in 1942.

* * *

Editorial proportion of leading English newspapers, reports J. Walter Thompson Co., increased from 45.66% to 65.58% between 1939 and 1942. Meanwhile, pictorial content decreased from 12.15 to 11.11% and advertising content from 42.19 to 23.31%.

* * *

Some things the war has done to readership of an individual newspaper are shown by Advertising Research Foundation in a study of the November 12 issue of Providence *Evening Bulletin*, as part of the Continuing Study of Newspaper Reading. The first study of this paper was made on June 19, 1941. Both were Thursday issues, containing 42 pages. Best-read story among men scored 63% in the first study, 80% in the second. The ten best-read stories among men rated higher; among women about the same. In the second study both best read-ads (U. S. Rubber and Philco) had a war slant.

* * *

San Diego *Union and Tribune-Sun* recently gathered up a few bushels of knot-holes from odds and ends of lumber used in Defense Housing projects there, and sent them to advertisers with the inscription, "You can't see San Diego through a knot-hole any more." . . . First advertiser to contract for the Chicago *Tribune's* new

third-of-a-page unit in Saturday comicolor is Dean Milk Co., Chicago. . . Bureau of Advertising issues an ad for members on manufacturers' newspaper advertising as "war risk insurance" against many of today's business hazards.



M. Alvah Blanchard succeeds Norman S. Rose as the advertising manager of *The Christian Science Monitor*.

M. Alvah Blanchard is appointed advertising manager of *The Christian Science Monitor*, succeeding Norman S. Rose, retired. . . Charles W. Mitchell is elected a vice-president of Branham Co., publishers' representative. . . Elwood H. Randolph succeeds Charles J. Boyle, retired, as executive vice-president of Paul Block & Associates. . . John R. Kimball, of Williams, Lawrence & Cresmer Co., is elected president of Newspaper Representatives Association of San Francisco. . . A. P. Mackinnon, for five years a member of the national advertising staff of the New York *Times*, is appointed Chicago manager.

* * *

Metropolitan Group begins a promotion campaign as the "first national newspaper network." Comic section advertising in 40 Sunday newspapers with more than 14,000,000 circulation is offered.

Radio

All four national networks proved in 1942 their ability to replace wartime "casualties" among clients. Mutual's billings rose 31.9% to \$9,636,122, and CBS billings increased from \$44,584,378 in 1941 to \$45,593,125 last year. NBC and the Blue Network have not released figures.

More than one-third of Mutual's total came from its top five advertisers—Bayuk Cigars, Gospel Broadcasting Association, Coca-Cola, Gillette, and General Mills. Half of it came from five agencies—Ivey & Ellington, Blackett-Sample-Hummert, R. H. Alber Co., Erwin, Wasey, and D'Arcy.

Top five advertisers on CBS in 1942—Lever Bros., General Foods, Procter & Gamble, Campbell Soup and Wrigley—spent \$16,858,377, or somewhat more than a third of the CBS total. In 1941 the top five—General Foods, Campbell, Lever, Colgate-Palmolive-Peet and Procter & Gamble spent \$21,280,729, or nearly half. The five leading CBS agencies spent about the same in both years—\$19,612,019 and \$19,539,752. Young & Rubicam, Ruthrauff & Ryan, J. Walter Thompson, Blackett-Sample-Hummert, and Ward Wheelock led the list in 1942.

NBC's leading advertisers in 1942 were P. & G., Sterling Drug, General Foods, Brown & Williamson Tobacco, and Miles Laboratories.

* * *

Executives chosen for Yankee network, under the new General Tire ownership, are John Shepard 3d., chairman of the board; William O'Neil, president and treasurer; Henry Linus Travers, executive vice-president; Robert T. Bartley, vice-president. . . Frank E. Mullen, vice-president and general manager of NBC, is elected a director of the company. . . C. Nicholas Priaulx is



WDBJ for Southwest Virginia
5000 WATTS, DAY AND NIGHT
ROANOKE • CBS

Ask your Agency to ask the Colonel!
FREE & PETERS, Inc., National Representatives

named general manager and Charles Stark vice-president in charge of sales of WMCA, New York City. . . Robert S. Wood is now CBS director of public affairs, in Washington. . . Allen C. Kaye-Martin and Miss Margaret Sidney Eaton join the Blue Network's sales promotion staff. . . Gerald Mygatt and Miss Ella Howard become members of the CBS promotion department.

James M. LeGate, from WHIO, Dayton, becomes general manager of WIOD, Miami, Fla. Formerly he was promotion manager of Dayton News.

WEAF, New York City, starts a program, under Sherman D. Gregory, general manager, to develop its local identity. Shirley F. Woodell becomes promotion director; DeLancey Provost assistant to the manager, and Leighton Blood publicity director.

NBC's national spot sales division reports a gain of 12% in business in 1942. . . Four P. & G. shows become the first daytime programs to adopt NBC's full network plan.

FM Broadcasters, Inc., reports that 36 frequency modulation stations were operating on a regular commercial basis at the year's start. Five of them were in New York, five in Philadelphia, four in Chicago.

Blue Network contributed 857 hours and eight minutes to the war program in 1942.



Industrial Marketing chooses Theodore Marvin, Hercules Powder Co., as industrial advertising's "man of the year."

Business Papers

Theodore Marvin, advertising manager of Hercules Powder Co., is chosen industrial advertising's "man of the year" for 1942, by *Industrial Marketing*. . . A. J. Kaiser becomes Cleveland manager of *Mill & Factory*, succeeding H. E. Gaillard, now in the Navy. J. C. Jones becomes New England manager. . . Mrs. Mabel Potter Hanford is now circulation manager of *Modern Industry*. . . Paul Booth is named eastern advertising manager of *Printers' Ink*. . . C. D. Beckman becomes advertising manager of *Machine Tool News*, New York. . . Sherman A. Jones joins McGraw-Hill in advertising research and special promotion work.

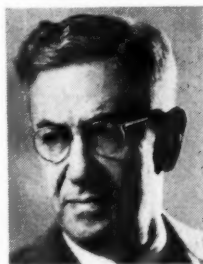
Magazines

Magazines and business papers adopt various means to bring down paper consumption this year 10% or more from 1942 levels. . . Fawcett Publications suspends 36 publications—including movie, radio, detective, craft, and 13 comic books. This action, says Roger Fawcett, vice-president, will enable the company "to continue to meet the demand for our *Fawcett Women's Group*, which delivered 3,800,000 circulation" with February issue.

McCall's will reduce monthly fashion pages from nine to eight and *Redbook* will set its full-length novel in nine instead of ten-point. Both will reduce paper stock from 47 to 43 pounds. *Redbook*, beginning

with June issue, will go on sale on first of month of date of issue, rather than a month previous to date of issue. . . *Newsweek* adopts a priority schedule for advertisers. . . *New Yorker* reduces the number of newsstand copies. *Reader's Digest* will cut newsstand circulation by 1,000,000 copies.

McGraw-Hill reduces over-all size of its publications, except *Business Week*, *Electrical Merchandising* and *Construction Methods*, to 8 1/8 x 11 1/4. So do *Hardware Age* and *Iron Age*, Chilton publications—and all nine *Haire* publications, except *Corset & Underwear Review*. . . *Modern Industry* reduces margins. . . *Nation's Business* tells advertisers that "new contracts will be accepted for only three issues in advance of contract date." . . . *Gasoline Retailer* introduces a more compact, wartime format.



William L. Cheney is newly named as the publisher of *Collier's* magazine.



And Edward Anthony, formerly with Crowell-Collier, becomes publisher of *Woman's Home Companion*.

William L. Cheney is named publisher of *Collier's* and Charles Colebaugh succeeds him as editor. Edward Anthony, formerly publicity director of Crowell-Collier Publishing Co., is now publisher of *Woman's Home Companion* and Richard Chaplin becomes publicity director of the company. Thomas H. Beck, president, and J. A. Welch, vice-president, who have been publishers of these magazines, will devote their efforts to executive work.

Lester W. Hannah, formerly sales promotion manager of R. Wallace & Sons, silversmiths, is named publicity manager of the *Country Gentleman*. . . Frederick B. Wille becomes manager of the *Saturday Evening Post* at New York.

Thomas Stanley Matthews is appointed managing editor of *Time*, succeeding Manfred Gottfried, who becomes co-editor with Henry R. Luce. . . Clifford S. Ensinger is now eastern advertising manager of *Charm*. . . David M. King joins the advertising promotion staff of *Newsweek*. . . E. H. Roberts is now New England manager of *Good Housekeeping*.

Crowell-Collier executives have sold, by telephone, the 10-page advertising "quota" of the first issue of *Victory OWI* publication, which this company will publish. Black-and-white page rate is \$3,000; circulation—all foreign—540,000. *Victory* is the first Government publication to carry advertising. Crowell-Collier is working with the Government on it on a non-profit basis.

★ ★ ★ ★ ★ ★ ★ ★ ★ ★

★ Largest audience ★

★ in the business field ★

★ (374,638, all net paid) ★

★ THE MILITANT VOICE OF BUSINESS ★

★ NATION'S BUSINESS ★

Major transcontinental air line seeks limited number of sales representatives. No previous air line experience necessary, but applicant must have background of successful selling experience. Ages 30-36 preferred. State qualifications, draft status, and salary expected, in first letter.

BOX 1024

SALES MANAGEMENT
386 Fourth Avenue, New York

WANTED: ADVERTISING AND SALES PROMOTION MANAGER

A Medical Specialty House is seeking an experienced medical advertising and promotion man to create and direct an ethical professional program, involving magazine, direct mail and drug trade advertising. The man for this job may now be employed and possibly this position offers greater opportunities. In reply state full particulars of experience, age, et cetera. Also, include a recent snapshot. Our own organization knows of this opening. Box 1025, Sales Management, 386 Fourth Avenue, New York.

PHOTOSTAT PRINTS

Photostat reproductions only 12c, letter size; (in quantities still less). Strengthen sales promotions with prints of testimonial letters, orders, etc. For office duplication, often costs less than typing or contact boxes.

MATHIAS and CARR, Inc.
165 Broadway; 1 East 42nd Street
Ortland 7-4836



Get Maximum Service Out of Your Signs.

Our new free booklet tells how. Write for copy.

SIGNS OF LONG LIFE
by ARTKRAFT
SIGN CO., LIMA, OHIO

FOR A GOOD DAY'S WORK IN ST. LOUIS

GET A GOOD NIGHT'S SLEEP AT

HOTEL Bennox

ALL ROOMS NOISE PROOFED. RATES FROM \$3.00

Sales Management High-Spot Cities

SALES MANAGEMENT'S Research and Statistical Department has maintained for several years a running chart on the business progress of approximately 200 of the leading market centers of the country. The ones shown in the following columns are those in which, for the month immediately following date of publication, Retail Sales and Services should compare most favorably with the similar period a year ago.

It is now possible, through an improvement in SALES MANAGEMENT'S techniques and processes of correlation, to estimate the expected dollar figure for all retail activity, which includes not only retail store sales, as defined by the Bureau of the Census, but also receipts from business service establishments, amusements and hotels. These last three items are forms of retail expenditure which belong in the grand total, since they are just as much examples of retail expenditures

as the purchase of coffee in a food store or wearing apparel in a clothing store.

Two wearing index figures are given, the first called, "City Index." This shows the ratio between the sales volume this year and last. A figure of 126.0, for example, means that total retail sales and services in the city for the month indicated will show a probable increase of 26% over the similar month a year ago. . . The second column, "City-National Index," relates that city to the total probable national change for the same period. A city may have a sizeable gain over its own past, but the rate of gain may be less than that of the nation. All figures in the second column above 100 indicate cities where the change is more favorable than that for the U.S.A. The third column, "\$ Millions" gives the total amount of retail sales and services estimate for the same month as is used in the index columns.

Suggested uses for this index: (a) Special advertising and promotion drives in spot cities. (b) A guide for your branch and district manager. (c) Revising sales quotas. (d) Basis of letters for stimulating salesmen and forestalling their alibis. (e) Checking actual performance against potentials.



Retail Sales and Services Estimates for March, 1943

The combined dollar total of retail sales and services (including hotels and amusements) in March will be \$835 millions greater than for the short February month, and 5.5% higher than March of last year. Despite shortened inventories in the stores the dollar total is going up. This is brought about largely by unparalleled expenditures for services and amusements. New York, for example, which definitely has not been a great recipient of the war boom, had the biggest night business on record through the recent holidays.

As a special service this magazine will mail 20 days in advance of publication, a mimeographed list giving estimates of 12-months' Retail Sales volumes and percentages for approximately 200 cities. The price is \$1.00 per year.

In studying these tables three primary points should be kept in mind:

1. How does the city stand in relation to its 1942 month? If the "City Index" is above 100, it is doing more business than a year ago.

2. How does the city stand in relation to the nation? If the "City-National Index" is above 100 it means that the city's retail activity is more favorable than that of the nation as a whole.

3. How big a market is it? The dollar volume reflects quantity of expenditures for sales and services. In the tables readers will find many medium-sized cities with big percentage gains but small dollar expenditures, many big cities with small percentage gains but big dollar expenditures.

Only one city out of the 195 surveyed monthly by SALES MANAGEMENT will fall short of the March, 1942, dollar volume of retail sales and services. San Diego continues in the lead, followed by a newcomer, Muskegon. Portland, Me., is in third position, and then come Newport News and Portsmouth. The two latter cities are shooting up through continued high expenditures for ship building plus heavy movement of troops and materials.

The first 25 cities are, in order of city-index ranking, San Diego 165.6; Muskogee, 160.0; Portland, Me., 159.1; Newport News, 158.9; Portsmouth, 158.8; Colorado Springs, 152.5; Mobile, 149.4; Norfolk, 135.9; Tacoma, 135.8; Long Beach 133.2.

Next in line come Tucson, 132.1; Chester, Pa., 131.7; Seattle, 130.5; Wichita, 129.0; Hartford, 127.7; Portland, Ore. 126.7; Passaic, 126.3; Durham, 126.3; Phoenix, 125.2; Akron, 124.7; East St. Louis, 124.3; Sioux Falls 122.9; Milwaukee, 122.8; Oakland, 122.8; Fort Worth, 122.3.

★ Cities marked with a star are "Preferred-Cities-of-the-month," with gains equaling or exceeding the national gain.

RETAIL SALES AND SERVICES (S.M. Forecast for March, 1943)

	City Index	Nat'l Index	\$ Millions
U. S. A.	105.5	100.0	\$5,385.00
Alabama			
★ Mobile	149.4	141.7	7.45
★ Birmingham	115.6	109.6	16.25
★ Montgomery	114.1	108.2	4.90
Arizona			
★ Tucson	132.1	125.2	3.85
★ Phoenix	125.2	118.7	7.10
Arkansas			
★ Fort Smith	120.3	114.0	1.00
★ Little Rock	120.2	113.9	6.15

(Continued on page 70)

SALES MANAGEMENT

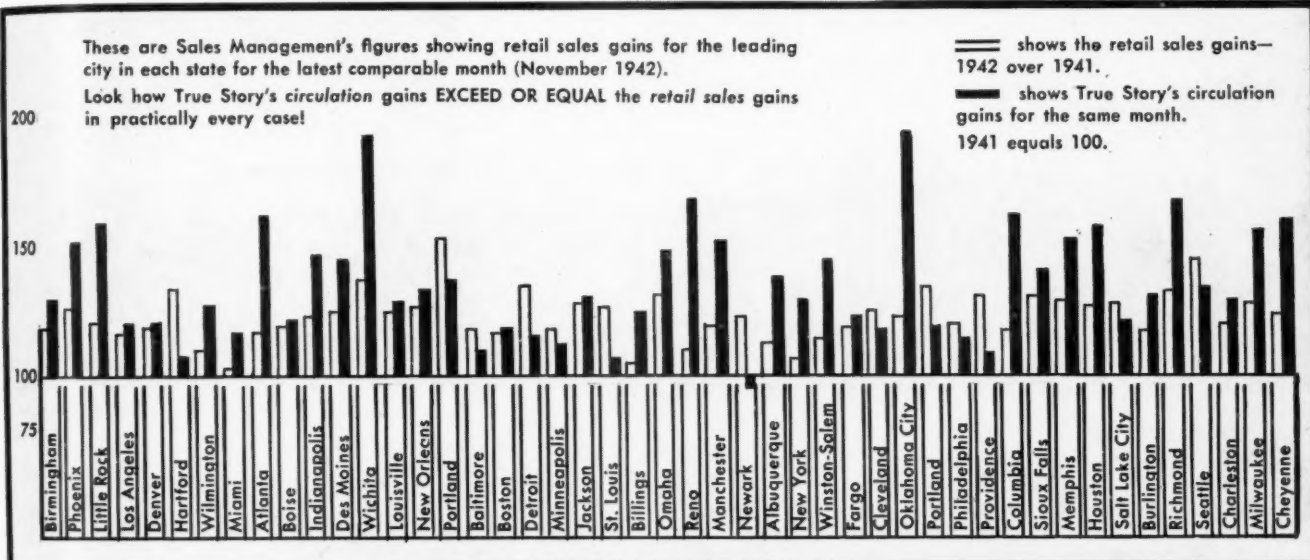
Your Advertising HERE → Follows the Payrolls and Concentrates HERE →



—THANKS TO THESE 2 TRUE STORY "EXTRAS"

- 1 True Story reaches more Wage Earners than any magazine published.
- 2 True Story moves with the payrolls because it has the largest newsstand (flexible) proportion of any major magazine.

Sales Management High-Spot Cities



Bulk where Buying Power is Greatest!

Here's what happens to your advertising in True Story. Due to True Story's long established sales expectancy program, the great majority of total sales are allocated—monthly and during sale—to the most active retail areas. A 724-man local field force and the staffs of 623 wholesalers constantly shift our magazine and your ad to the hottest retail areas, when and while they're hot.

Your advertising in True Story is thus concentrated where buying power is greatest! For everything True Story does to increase its sales automatically expands your sales potentials.

This following the payrolls is one of the most important reasons why True Story—the only major magazine edited for Wage Earners—is able to reach more of them than any other magazine... focussing your selling efforts on the biggest, most prospering market in history!

GET THESE 4 OTHER TRUE STORY "EXTRAS"

- 3 LEAST DUPLICATED AUDIENCE. Starch finds that 2 out of 3 True Story readers report reading no other women's service or general monthly magazine.
- 4 RECORD PASS-ALONG. Two surveys have shown True Story gives most "eventual" families per dollar.
- 5 COVER-TO-COVER READERSHIP. The average True Story story is read by 70.3% of the people who buy the magazine.
- 6 HIGHEST AVERAGE AD READERSHIP. More advertisement readers on the average than any other magazine.

NEWSSTAND
CIRCULATION
JANUARY ISSUE

UP 79%
—600,000
INCREASE
OVER
1942!

True Story 43¢ Best Buy!

Edited for Wage Earners—the families who get 69¢ of every dollar spent to win the war!

FEBRUARY 1, 1943

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Sales Management High-Spot Cities

(Continued from page 68)

RETAIL SALES AND SERVICES
(S.M. Forecast for March, 1943)

	City Index	City Nat'l Index	\$ Millions
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California

★ San Diego ..	165.6	157.0	20.95
★ Long Beach ..	133.2	126.2	13.65
★ Oakland	122.8	116.4	26.50
★ San Jose	111.4	105.6	5.55
★ Stockton	111.2	105.4	4.90
★ Berkeley	109.5	103.8	5.25
★ Los Angeles ..	108.7	103.0	107.50
★ San Fran.	108.4	102.7	54.35
★ Sacramento ..	106.1	100.6	9.85
Fresno	103.2	97.8	6.70
Pasadena	101.4	96.1	6.70
San Bernar- dino	101.1	95.8	3.10
Santa Barbara	100.4	95.2	2.45

Colorado

★ Colo. Springs	152.5	144.6	3.35
★ Pueblo	112.5	106.6	2.55
★ Denver	111.0	105.2	22.90

Connecticut

★ Hartford	127.7	121.0	19.50
★ New Britain ..	120.0	113.7	4.85
★ Bridgeport	117.5	111.4	11.40
★ Waterbury	113.7	107.8	7.50
★ New Haven	111.1	105.3	13.00
Stamford	105.2	99.7	4.15

Delaware

★ Wilmington ..	107.7	102.1	9.55
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Dist. of Columbia

★ Washington ..	117.7	111.6	71.75
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Florida

★ Tampa	116.3	110.2	7.25
★ Jacksonville ..	108.4	102.7	9.65
Miami	104.3	98.9	14.10

Georgia

★ Augusta	120.1	113.8	3.75
★ Savannah	119.6	113.4	5.15
★ Macon	116.4	110.3	4.25
★ Atlanta	111.9	106.1	25.50
★ Columbus	109.7	104.0	3.30
★ Albany	109.3	103.6	1.35

Hawaii

★ Honolulu	114.3	108.3	18.00
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Idaho

★ Boise	113.1	107.2	2.75
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Illinois

★ E. St. Louis ..	124.3	117.8	4.00
★ Rockford	114.9	108.9	5.30
★ Chicago	112.8	106.9	230.15

RETAIL SALES AND SERVICES
(S.M. Forecast for March, 1943)

	City Index	City Nat'l Index	\$ Millions
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Illinois (Cont'd.)

★ Moline-Rock			
Island-E. M.	110.1	104.4	5.35
★ Peoria	105.9	100.4	8.25

Indiana

★ Ft. Wayne ..	122.3	115.9	8.85
★ Indianap.	119.3	113.1	30.75
★ Evansville ..	116.3	110.2	6.90
★ Terre Haute ..	116.1	110.0	5.15
★ Gary	107.1	101.5	6.00
★ South Bend ..	106.6	101.0	6.55

Iowa

★ Sioux City ..	117.8	111.7	5.60
★ Des Moines ..	113.5	107.6	10.75
★ Cedar Rapids	111.2	105.4	4.75
★ Davenport ..	109.9	104.2	4.55

Kansas

★ Wichita	129.0	122.3	9.30
★ Kansas City ..	122.1	115.7	5.35
★ Topeka	116.2	110.1	4.05

Kentucky

★ Louisville	111.5	105.7	21.15
★ Lexington	110.0	104.3	4.75

Louisiana

★ Shreveport ..	115.4	109.4	6.45
★ New Orleans ..	110.6	104.8	127.50

Maine

★ Portland	159.1	150.8	8.90
★ Bangor	106.3	100.7	2.85

Maryland

★ Baltimore	110.3	104.5	62.10
★ Cumberland ..	106.4	100.8	3.55

Massachusetts

★ Springfield ..	117.1	111.0	12.50
★ New Bedford ..	111.3	105.5	11.55
★ Worcester	110.8	105.0	13.35
★ Lowell	110.5	104.7	5.40
★ Holyoke	110.0	104.3	3.00
★ Boston	107.7	102.1	67.50
Fall River ...	105.0	99.5	5.15

Michigan

★ Jackson	117.6	111.5	4.60
★ Battle Creek ..	117.3	111.2	4.10
★ Lansing	115.6	109.6	7.85
★ Detroit	114.0	108.1	118.50
★ Bay City	112.8	106.9	3.35
★ Flint	107.2	101.6	10.45
★ Grand Rapids ..	106.5	100.9	12.55
★ Kalamazoo	105.2	99.7	5.35
★ Saginaw	105.0	99.5	5.30

Minnesota

★ Minneapolis ..	111.4	105.6	34.65
★ St. Paul	111.1	105.3	19.75
Duluth	104.7	99.2	5.45

Mississippi

★ Jackson	117.1	111.0	3.80
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Missouri

★ St. Joseph ..	117.0	110.9	4.05
★ St. Louis	115.6	109.6	54.15

RETAIL SALES AND SERVICES
(S.M. Forecast for March, 1943)

	City Index	City Nat'l Index	\$ Millions
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Missouri (Cont'd.)

★ Kansas City ..	113.6	107.7	3.15
★ Springfield ..	107.6	102.0	3.40

Montana

Billings	104.6	99.1	2.25
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Nebraska

★ Omaha	116.2	110.1	12.65
★ Lincoln	110.8	105.0	4.55

Nevada

★ Reno	113.7	107.8	34.35
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New Hampshire

★ Manchester ..	109.7	104.0	4.40
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New Jersey

★ Passaic	126.3	119.7	7.10
★ Camden	116.5	110.4	8.00
★ Newark	110.9	105.1	36.10
★ Trenton	109.8	104.0	9.15
Jersey City- H'b'ken-Pat.	104.2	98.8	25.85

New Mexico

★ Albuquerque ..	107.4	101.8	3.20
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New York

★ Elmira	121.2	114.9	4.15
★ Niagara Falls ..	119.0	112.8	5.05
★ Utica	114.3	108.3	6.05
★ Schenectady ..	112.0	106.2	5.65
★ Syracuse	111.3	105.5	14.05
★ Rochester	111.2	105.4	21.90
★ Binghamton ..	110.9	105.1	5.50
★ Jamestown	108.5	102.8	2.80
★ Buffalo	108.1	102.5	33.90
★ New York	106.0	100.5	430.20
★ Troy	105.6	100.1	4.10
Albany	104.8	99.3	9.25

North Carolina

★ Durham	126.3	119.7	3.95
★ Charlotte	120.9	114.6	8.25
★ Winston-Salem ..	114.3	108.3	4.15
★ Asheville	110.4	104.6	4.10
★ Greensboro	106.9	101.3	3.95
Raleigh	100.6	95.4	3.50

North Dakota

Fargo	105.0	99.5	2.70
Grand Forks ..	104.6	99.1	1.30

Ohio

★ Akron	124.7	118.2	19.50
★ Toledo	116.4	110.3	20.70
★ Canton	116.2	110.1	9.20
★ Cincinnati ..	114.9	108.9	38.45
★ Springfield	114.3	108.3	4.60
★ Dayton	113.9	108.0	17.75
★ Cleveland	108.8	103.1	7.05
★ Columbus	108.6	102.9	23.10
★ Youngstown ..	107.8	102.2	11.45
★ Zanesville	105.7	100.2	2.50
Steubenville ..	103.3	97.9	3.10

Oklahoma

★ Muskogee	160.0	151.5	2.55
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SALES MANAGEMENT

RETAIL SALES AND SERVICES
(S.M. Forecast for March, 1943)

	City Index	City Nat'l Index	\$ Millions
Oklahoma (Cont'd.)			
★ Oklahoma			
City	116.8	110.7	12.25
★ Tulsa	113.5	107.6	9.10

Oregon

★ Portland	126.7	120.1	30.15
★ Salem	112.3	106.4	2.55

Pennsylvania

★ Chester	131.7	124.8	4.00
★ Williamsport	121.3	115.0	3.20
★ Harrisburg ..	113.6	107.7	7.85
★ York	111.9	106.1	4.25
★ Erie	110.0	104.3	7.20
★ Pittsburgh ..	109.9	104.2	54.80
★ Philadelphia ..	109.4	103.7	117.50
★ Lancaster ...	108.7	103.0	5.00
★ Wilkes-Barre	107.8	102.1	5.45
★ Scranton	107.4	101.8	7.75
★ Johnstown ..	107.4	101.8	4.80
Allentown ..	104.4	99.0	6.65
Altoona	100.6	95.4	4.05
Reading	96.8	91.8	6.90

Rhode Island

★ Providence ..	117.5	111.4	21.75
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South Carolina

★ Charleston ..	118.6	112.4	5.25
★ Greenville ..	114.5	108.5	4.35
★ Columbia ...	112.0	106.2	5.05
★ Spartanburg ..	111.4	105.6	3.40

South Dakota

★ Sioux Falls ..	122.9	116.5	4.15
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Tennessee

★ Chattanooga ..	120.6	114.3	8.25
★ Nashville ...	114.2	108.2	11.80
★ Memphis ...	113.4	107.5	21.00
★ Knoxville ...	112.7	106.8	7.15

Texas

★ Austin	119.2	113.0	5.30
★ Fort Worth ..	118.0	111.8	12.90
★ Dallas	117.4	111.3	2.45
★ Waco	117.0	111.0	3.40
★ Houston	115.0	109.0	29.50
★ Galveston ...	114.7	108.7	3.25
★ San Antonio ..	112.1	106.3	13.55
★ Beaumont ...	109.3	103.6	3.75
★ El Paso	108.1	102.5	5.35
Wichita Falls	104.8	99.3	2.95

Utah

★ Ogden	121.3	115.0	3.25
★ Salt Lake City	118.1	111.9	11.30

Vermont

Burlington ..	102.7	97.3	2.15
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Virginia

★ Newport			
News	158.9	150.6	3.75
★ Portsmouth ..	158.8	150.5	3.35
★ Norfolk	135.9	128.8	14.05
★ Richmond ...	120.0	113.7	16.15
★ Lynchburg ..	107.3	101.7	2.85
★ Roanoke ...	102.4	97.0	4.85

RETAIL SALES AND SERVICES
(S.M. Forecast for March, 1943)

	City Index	City Nat'l Index	\$ Millions
Washington			
★ Tacoma	135.8	128.7	10.15
★ Seattle	130.5	123.7	41.85
★ Spokane	121.6	115.3	10.65

West Virginia

★ Huntington ..	116.4	110.3	4.85
★ Charleston ..	108.9	103.2	6.15
Wheeling ...	100.2	95.0	3.55

RETAIL SALES AND SERVICES
(S.M. Forecast for March, 1943)

	City Index	City Nat'l Index	\$ Millions
Wisconsin			
★ Milwaukee ..	122.8	116.4	45.40
★ Sheboygan ..	120.6	114.3	3.15
★ Manitowoc ..	119.4	113.2	1.85
★ Superior	119.4	113.2	3.20
★ Green Bay ..	108.2	102.5	3.60
★ La Crosse ...	105.9	100.4	2.40

Wyoming

★ Cheyenne ...	108.9	103.2	1.70
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Announcing

The 14th Edition

of

SALES MANAGEMENT'S

ANNUAL SURVEY

of

BUYING POWER

April 10

Comment

BY RAY BILL

MIRACLES TO COME. Speaking before the War-time Marketing Conference of the American Management Association in Chicago a fortnight ago, Dr. Gustav Egloff, Director of Research, Universal Oil Products Co. and President, The American Institute of Chemists, told in the crisp, dispassionate words of the scientist, how technologies developed under the forced draft of war will affect the lives of all of us after the war.

What he had to say stretched the imaginations of the audience, and left his hearers convinced that war, after all, will not represent a total loss.

Among the developments foreseen by Dr. Egloff are:

Airplanes hurtling through the air at over five hundred miles an hour, carrying a thousand or more passengers, making all parts of the world less than twenty-four hours away from Chicago.

Low cost air travel and jitney planes within the pocket-book of every American.

The same technique that is now producing 100-octane gasoline for airplane use, producing greatly improved fuel for automobiles; in fact, we may reasonably expect at least 50% more miles per gallon.

Production from petroleum of tires that will give 100,000 miles or more of trouble-free service.

Greatly improved techniques in health engineering from synthetic chemicals such as sulfa drugs, synthetic quinine, and synthetic vitamins.

The greatly increased use of ethylene, propylene and butylene (produced as by-products in the petroleum industry) in the hastening of fruit ripening and growth. Examples: Acetylene is currently being used in Australia to increase the growth of pineapple plants. The growth of potatoes has been increased 100% when the seedlings have been treated with ethylene. The growth time to maturity was shortened and, at the same time, the potatoes were more numerous and larger, while containing higher percentages of Vitamin C.

A chemical known as colchicine extracted from the autumn crocus will give rise to new varieties of fruits and vegetables.

A new era in design, building, housing and transporta-

tion as a result of the development of new structural steels, alloys, synthetic stones, plywoods, insulators, plastics and so forth.

The bringing into use of glass in jobs previously taken care of by steel, silk and cork. Examples: One of the outstanding uses of spun glass in the present war is as a replacement for silk and gut in surgical sutures. Glass fibre boards for heat insulation in fighting planes have saved 51½ million pounds of aluminum and other scarce lightweight metals which can be used in building Flying Fortresses. Glass foam has found use in displacing cork in life preservers and life boats.

Through the application of plastics to a myriad of new uses, "one can be clothed from head to toe in the plastics that are now available. In the future one can be transported in vehicles made of these materials."

A renaissance of color through the application to new products, building, and industrial uses. "Both the plastic and glass industries will be highly competitive with the paint and varnish industries. The color effect of plastics plays a definite role in the well being of humanity and in our capacity for work. This industry of color effect from glasses and plastics has not been fully exploited. However, a number of manufacturing plants have worked out color schemes that raise the tempo of production and ease fatigue at the same time. Eyestrain, particularly, is in general an overlooked factor in well being and productivity."

Synthetic rubber at a price highly competitive with natural rubber, and in quantity which will annually soon almost approximate in tonnage the whole of the world's natural rubber production for 1941.

While many of these developments will not for some months, perhaps even years, touch the life of the average citizen, business needs to keep abreast of them now.

To marketing men, one of the points of greatest significance emerging from Dr. Egloff's analysis, was the foreshadowing of tremendously increased inter-industry competition. Another was the potential effect on distribution and buying habits, as a result of speedier and more efficient air transportation.

After "V" Day, both American business methods and the height and character of our standard of living, will be conditioned by the products of the laboratory test tube. Marketing men will need to revolutionize their thinking.

SALES MANAGEMENT